

A woman with dark hair, wearing a red blazer and a pearl necklace, stands with her arms crossed in front of a bookshelf. The bookshelf is filled with various books, including titles like 'COMPETITIVE STRATEGY' and 'MURDOCH'.

TALK TO LEAD

你不缺思想、不缺才华，
不缺企业家精神，
只是少了一个展示自我的工具，
千万别让英文演讲挡住了你通往世界的那扇门！

给企业家的10堂 英文演讲课

教你在最短时间掌握英文演讲技巧， 孙玉红 著
企业家要读，你更要读！ Frances Sun

俞敏洪、杨元庆、何伯权、梁信军、毛大庆
鼎力推荐的一本英文演讲工具书！



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推荐序

英文沟通能力是国际化企业的必修课

联想在过去10年成功走出了一条国际化的道路，这是一条充满希望的路，也是一条艰辛的路。现在回首过去，我们可以非常自豪地说我们成功地走了过来，将很多人认为的不可能变成了可能。如今更多中国企业走向国际市场，相信这里面的佼佼者定会在未来成为优秀的全球企业。一个中国企业能够成为全球企业，除了战略方面的考虑，还有哪些必修课？联想作为先行一步的公司的确有一些心得。

作为高管自身修炼的一部分，学习英文能够帮助我们理解西方文化、掌握西方管理理论。语言是文化的载体，特别是在日常跨国管理和运营中，管理层掌握英文更为重要，我本人在这方面深有体会。英文不仅是门语言，它还有自己的思维方式、商业逻辑和表达习惯。世界上重要的管理理论、商业文献都是按照英文逻辑编写的。联想现在在全球160多个国家开展业务，我们的管理层必须在英文上过关，同时，英文演讲是海外员工非常习惯和喜欢的沟通形式，联想高管层经常性的演讲成为公司在海外传递公司战略、增加凝聚力的重要方式。

很高兴看到这本针对企业家英文演讲的新书出版，将英文演讲提升到发挥领导力的高度，我非常认同。希望更多的来自中国的全球化企业加入以英文为主要语言的世界市场中来，希望更多中国企业可以在国际上用英文讲好自己的故事。

杨元庆

前言

向世界讲述中国故事

20多年前我从复旦大学新闻系毕业，开始了报道中国经济和社会的生涯。在职业生涯的顶峰，我离职去哈佛大学读书，目的在于更好地了解中国之外的世界。我相信在中国快速融入世界经济一体化的过程中，如果没有亲历“观世界”，就不会有全球视野的“世界观”。

在哈佛大学肯尼迪政府学院众多的高品质课程中，我最有收获的是公共演讲课。这门醍醐灌顶的课程，使我第一次系统地了解了在西方文明发展过程中公共演讲在发挥领导力方面所起到的不可替代的作用。

这门课的指导老师是4届美国总统新闻顾问戴维·格根（David Gergen）。他从古希腊罗马的演讲开始，展示了大量的影像资料和演讲稿，在一个个改变历史的时刻里，关键人物的公共演讲往往起到无法替代的领导作用。在很多时候，演讲能力就是领导力的代名词。我很幸运在格根教授的课上得了个A——全班只有5%的同学能得A，这对我是个极大的鼓舞。要知道90%敢选这门课的同学的母语都是英语，很多人来肯尼迪政府学院学习之前就是很有成就的律师、政府的部长、非政府组织领导人或者企业家。这个A大大地提高了我的信心。我想我的英文绝对不是班上最好的，但是我可能是对演讲技巧掌握得最好的，并且我讲的内容可能是他们最想听的。从那时起我就想如果有机会，我愿意让更多的中国企业家、中国的政府官员了解这些技巧，更好地向世界传播中国故事。

从哈佛回国后，我有幸加入全球最大的公关咨询公司，领导了由纽约、芝加哥、伦敦等全球5个办公室组成的国际团队，服务于北京奥

运会。服务奥运的三年也是一个向世界讲述中国故事的历程——在充满偏见的国际舆论中，用世界听得懂的语言，讲述中国通过举办2008年奥运会还世界以惊喜的故事。

如果说奥运会是中国进入国际社会的绝佳机会的话，8年后的今天中国在世界上的地位又大大不同了。2014年是中国企业国际化的分水岭。中国企业对外投资在这一年首次超过了外商对中国的投资。中国超过日本成为亚洲最大的海外投资国。中国提出的“一带一路”战略和筹建亚投行，更是向世界展现出更加自信的领导力。

伴随着越来越多的中国企业走向世界，我们看到越来越多的中国企业家在国际舞台上展示领导力，并开始用英语演讲。马云得益于早年在西湖边上英语角的勤学苦练，成为本土企业家中英文演讲水平最高的，成功秒杀国际媒体，为企业上市大大加分。王石先生作为中国企业家的先行者，独自踏上哈佛求学之旅，体验英语世界的文化、商业伦理和规则，用英文思维，用英文沟通，现在已经可以用英文演讲，值得敬佩。我们看到京东董事长刘强东在镜头前调侃自己的宿迁英语；小米董事长雷军在印度的产品发布会上的那句“Are you OK？”成了人们谈论雷军的另一个话题；还有更多的你看不到的企业家在海外路演前通宵达旦地演练。不管你有没有准备好，英文演讲已经成为走向国际的中国企业家躲不过去的挑战，或者说是必须用好的“机会”！

演讲已经成为树立企业海外形象，建立投资人信心，争取海外员工支持的重要方法。英文演讲是如此重要，以至企业家们的英文演讲本身都成了新闻。但是对绝大多数中国本土企业家来说，他们不是学英文出身，平时工作繁忙也根本抽不出时间学习英文，而市场上众多的世界名人演讲集估计他们也没有时间去看。有没有办法在短期内提高中国企业家的英文演讲水平呢？过去10年来我一直为中国政府进行发言人培训，为跨国公司高管们进行危机沟通培训，从中总结了很多

经验。加上我在哈佛大学肯尼迪政府学院的实战感悟，我很想为中国企业家们写一本有针对性的书，提供一些快速提高演讲水平的方法和建议。但是我也一直很忙，没有坐下来“写一本书”的时间。直到上个月在哈佛Coop书店，当我拎着购物篮，像在菜市场买菜一样挑拣着大大小小的书时，我才恍然大悟——其实写一本实用的书不一定要长篇大论，只要实用！牛津大学出版社把一些宏大的题目，像《宏观经济学》、《微观经济学》、《全球化》、《世界经济史》，变成了口袋书小册子；《哈利·波特》的作者J·K·罗琳（J. K. Rowling）在哈佛的一次15分钟的演讲，讲稿被印成一本小书，并且销量很好。于是我花了几个周末的时间，想象我在和一位最好的朋友聊天，把我所有的关于演讲的经验和建议和盘托出，一气呵成，就成了这本书。

希望这本书能让一位企业家在一次两个小时的航班上就能读完，然后不断地在工作中寻找机会练习，以助力他游刃有余地驰骋国际市场。

同时也希望这本书能出现在即将启程去国外读书的中国学子们的行囊中。不管你就读什么专业，如果能掌握英文演讲，会对你的学业和事业大有帮助。还记得今年登上哈佛毕业演讲台的第一位中国人何江吗？他是一名理科生，但他那有故事、有思想、有激情的毕业演讲打动了台下数万人。

Talk to lead! 祝你们能流利地用英文讲述你的中国故事，用演讲去领导世界！

第一章

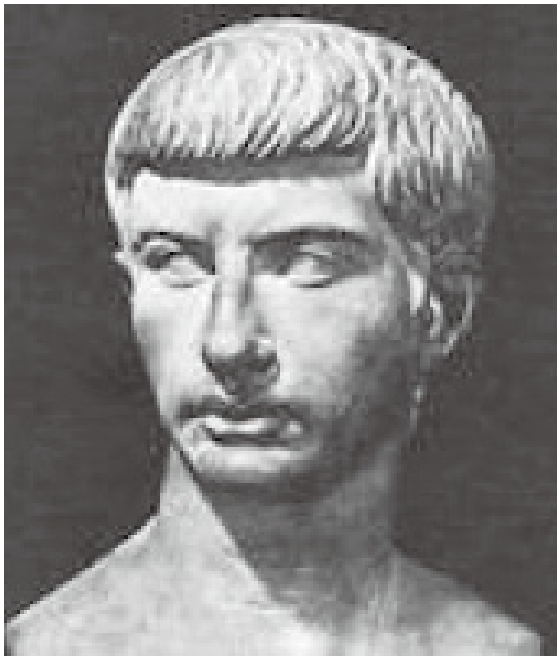
公共演讲：领导力的象征

公众演讲源于古希腊、古罗马的公众论坛，后来渐渐演变成西方文化中领导人的必备能力。如今在世界经济一体化的过程中，公众演讲成为世界商业社会对领导人的共同期待：真正的领导人要有公众感召力，能清晰地将自己的战略和思想传递给他人，不管你是总统候选人、社会活动家，还是企业家。了解演讲在西方文化中的重要地位以及它与领导力的关系有助于我们理解为什么领导人需要具备一流的演讲能力。

让我们来回顾一下公共演讲强大的西方文化根基及其与领导力的密切关系。可以说，一部西方公共演讲史，就是一部西方领导史。

古希腊罗马：演讲水平登峰造极

从亚里士多德开始，演讲就成为政治领袖争取观众的影响力游戏。人们在广场（forum，就是今天的“论坛”）上发表自己的观点，争取公众支持，实现政治抱负。亚里士多德本人就是一名演讲大师。他专门写了一篇关于演讲的专著，指出所有演讲技巧不外乎三种形式：ethos（人品诉求）、pathos（情感诉求）、logos（理性诉求）（下文会专门阐述）。



布鲁图斯

古代罗马人、希腊人对于演讲的娴熟应用已经登峰造极。演讲可以使人“生”，演讲可以使人“死”；演讲可以把敌人变成朋友，演讲可以使暴民变成追随者。虽然年代久远，现代人无法领略古希腊罗马演讲大师们的风采，但是莎士比亚的戏剧《恺撒》中的片断为我们还原了部分精彩历史。在剧中，恺撒被刺杀了，布鲁图斯是凶手之一。为了掌握主动权，赢得国民的支持，布鲁图斯在刺死恺撒的当日，并没有

逃走，而是在罗马广场上发表了一次演讲。罗马的公民们来到广场上，围绕在恺撒的尸体旁，满怀悲痛，群情汹涌，愤怒地要找刺杀恺撒的人报仇。布鲁图斯，是谋杀恺撒的共谋者之一，他很镇定地走向讲坛，向公众发表了下面的演讲：

Romans, countrymen, and lovers!

Hear me for my cause.

And be silent, that you may hear:

believe me for mine honour, and have respect to mine honour,
that you may believe:

censure me in your wisdom, and awake your senses,
that you may the better judge.

If there be any in this assembly, any dear friend of Caesar's, to him
I say, that Brutus' love to Caesar was no less than his.

If that friend demand why Brutus rose against Caesar, this is my
answer: Not that I loved Caesar less, but that I loved Rome more.

Had you rather Caesar were living and die all slaves,
than that Caesar were dead, to live all free men?

As Caesar loved me, I weep for him;
as he was fortunate, I rejoice at it;
as he was valiant, I honour him;
as he was ambitious, I slew him.

There is tears for his love; joy for his fortune; honour for his
valour; and death for his ambition.

Who is here so base that would be a bondman?

If any, speak; for him have I offended.

Who is here so rude that would not be a Roman?

If any, speak; for him I have offended.

Who is here so vile that will not love his country?

If any, speak; for him have I offended. I pause for a reply.

各位罗马人，亲爱的同胞们！

请你们静静地听我解释，

这样你们才能听到：

请相信并尊重我的荣誉，

这样你们也许才会信服。

诉诸你们的理智，开启你们的感官，

这样你们才会有好的判断。

要是今天在场的人中有恺撒的朋友，我要对他说，布鲁图斯也和他一样爱着恺撒。

如果有朋友问我为什么布鲁图斯要起来反抗恺撒？我的回答是：并不是我不爱恺撒，而是我更爱罗马。

你们是愿意恺撒活着，所有人作为奴隶而死；

还是恺撒死去，所有人作为自由人而生？

因为恺撒爱我，所以我为他哭泣；

因为他是幸运的，所以我为他欣慰；

因为他是勇敢的，所以我尊敬他；

因为他是野心的，所以我让他死去。

我用眼泪回报他的爱，用喜悦庆祝他的幸运，用尊敬崇拜他的骁勇，用死亡惩戒他的野心。

这儿有谁自甘卑贱，愿意做一个奴隶？

如果有这样的人，说出来吧，因为我已经冒犯他了；

这儿有谁如此野蛮，不愿做一个罗马人？

如果有这样的人，说出来吧，因为我已经冒犯他了。

这儿有谁愿意自处下流，不爱他的国家？

如果有这样的人，说出来吧，因为我已经得罪他了。我停下来等待着回复。

话音一落，广场上的人们一起高呼：“没有！布鲁图斯！没有！”他们完全被布鲁图斯的演讲打动了，相信他是为了罗马而刺杀了恺撒，这种刺杀是正义的。他们甚至高呼布鲁图斯应该取代恺撒的位置。一个演讲能使杀人者变得高尚，甚至被推上王位！而这一切都是一个演讲带来的！



安东尼

正当布鲁图斯的演讲进行到高潮时，安东尼抬着恺撒的尸体走入广场，接着发表了另一篇著名的演讲。

以下是安东尼的演讲（我非常佩服古罗马人的风度，给对手以演讲的机会）。

Friends, Romans, countrymen, lend me your ears;
I come to bury Caesar, not to praise him.
The evil that men do lives after them;
The good is oft interred with their bones;
So let it be with Caesar.
The noble Brutus hath told you Caesar was ambitious;
If it were so, it was a grievous fault,
And grievously hath Caesar answer'd it.
Here, under leave of Brutus and the rest —

For Brutus is an honourable man;
So are they all, all honourable men —
Come I to speak in Caesar's funeral.

He was my friend, faithful and just to me:
But Brutus says he was ambitious;
And Brutus is an honourable man.

He hath brought many captives home to Rome, whose ransoms did
the general coffers fill: Did this in Caesar seem ambitious?

When that the poor have cried, Caesar hath wept: Ambition should
be made of sterner stuff.

Yet Brutus says he was ambitious;
And Brutus is an honourable man.

You all did see that on the Lupercal I thrice presented him a kingly
crown,

Which he did thrice refuse: was this ambition?

Yet Brutus says he was ambitious;
And, sure, he is an honourable man;

I speak not to disprove what Brutus spoke,
But here I am to speak what I do know.

You all did love him once, not without cause;
What cause withholds you then to mourn for him?
O judgment! Thou art fled to brutish beasts,
And men have lost their reason.

Bear with me;

My heart is in the coffin there with Caesar,

And I must pause till it come back to me.

朋友们，罗马人，同胞们，请听我说；

我来是为了埋葬恺撒，而不是赞扬他；

人活着做了恶事死后便会遗臭万年；

可是他们的善行便却常常随之入土；

让恺撒也这样吧。

尊贵的布鲁图斯已经对你们说过恺撒是有野心的。

要是果真如此，那是一个巨大的错误，

恺撒也为此付出了残酷的代价。

来此，我得到了布鲁图斯和其他诸位的允许——

因为布鲁图斯是一个正人君子，

他们也是正人君子——

来恺撒的葬礼上演说，

他是我的朋友，

他对我是那么忠诚公正；

但是布鲁图斯却说他野心勃勃；

而且布鲁图斯是相当一个值得尊敬的人。

恺撒曾为罗马带回很多俘虏，他们的赎金充实了我们的国库。
这难道是野心者的行径吗？

当穷苦人哀啕大哭时，恺撒也为他们流泪：野心者不应当这么仁慈。

布鲁图斯却说他野心；

然而布鲁图斯是个正人君子。

你们在牧神节的那天都有所见，
我曾三次献给他一顶皇冠，
可是他却拒绝了三次，这是有野心吗？
然而布鲁图斯确实说过他是有野心的；
而布鲁图斯的的确确是个正人君子；
我做演说不是为了反对布鲁图斯所说的话，
而是把我知道的公之于众。
你们过去都曾爱过他，这不是没有原因的；
那么是什么理由阻止你们现在去哀悼他？
啊，理性啊！你已经遁入了野兽的心中，
人们已经失去了明辨的能力。
原谅我吧；
我的心现在是跟恺撒一起在他的棺木里，
我必须停下来，直到它回到我的胸膛。

民众这一次又被安东尼的演讲深深打动了。他们要求惩处凶手！如果布鲁图斯的演讲只是调动起民众的感情，为自己和同谋者开脱的话，安东尼的演讲则是有感情、有分析，提醒民众恺撒为他们所做的事情，告诉他们爱恺撒是有理由的。安东尼反复提醒民众，你们是否真的相信恺撒是个自私的野心家？你们忘记了他完全是为了大众的利益而做的事。安东尼的演讲目的性很强，就是要为恺撒报仇。安东尼的演讲诉诸理性，加之安东尼之后进一步展开的证据，民众彻底被他征服了。要求惩罚凶手的呼声响彻云霄。

以上两篇演讲可能含有戏剧性的成分，但是演讲者在激发民众燃起热情、万众一心采取行动等方面的能力，正是一个伟大的领导者需

要具备的。

“二战”强人：演讲可敌百万兵



温斯顿·丘吉尔

在近代，把演讲的力量发展到新的高峰的是英国首相丘吉尔。他在“二战”的重要时刻，发表了许多鼓舞士气、激动人心的演讲。瑞典文学院专门为他的演讲而授予他诺贝尔文学奖。颁奖词说：“丘吉尔成熟的演说，目的敏捷准确，内容壮观动人。犹如一股铸造历史环节的力量……丘吉尔在自由和对人性尊重的关键时刻的滔滔不绝的演说，却另有一番动人心魄的魔力。也许他自己正是以这伟大的演说，建立了永垂不朽的丰碑。”“二战”爆发后，丘吉尔受英国国王召

唤，临危受命，组织战时政府。为争取支持，他在英国下议院发表了著名的演讲《铁血泪》。

I have nothing to offer, but blood, toil, tears and sweat.

You ask what's our objective? Our objective is victory. Since if no victory we cannot survive.

我所能奉献的唯有热血、辛劳、眼泪和汗水！

你们问：我们的目标是什么？我可以用一个词来回答：胜利！不惜一切代价去争取胜利，因为没有胜利就无法生存。

下议院最终以381票对0票的绝对优势表示了对丘吉尔的绝对支持。让我们来欣赏一下他的报国激情和火一般的语言吧：

I say to the House as I said to Ministers who have joined this government, I have nothing to offer but blood, toil, tears and sweat. We have before us an ordeal of the most grievous kind. We have before us many, many months of struggle and suffering.

You ask, what is our policy? I say it is to wage war by land, sea and air. War with all our might and with all the strength God has given us. And to wage war against a monstrous tyranny never surpassed in the dark and lamentable catalogue of human crime. That is our policy.

我向国会表明，一如我向入阁的大臣所表明的，我所能奉献的唯有鲜血、辛劳、眼泪和汗水。我们所面临的将是一场极为严酷的考验，将是旷日持久的斗争和苦难。

若问我们的政策是什么？我的回答是海陆空全面作战！尽我们的全力，尽上帝赋予我们的全部力量去作战，对人类犯罪史上最为黑暗、空前凶残的暴政作战！这就是我们的政策！

丘吉尔在“二战”中的另一篇演讲——《我们决不投降》在“二战”最困难、最危险的时候，极大地鼓舞了生活在德军空袭恐怖中的伦敦市民，使他们有勇气抵抗德军的肆虐，最终赢得了英伦保卫战。这篇被人们反复吟诵的演讲，是面对德军的恐怖中最勇敢的声音。一位领导民众赢得“二战”胜利的首相，有人说，丘吉尔的演讲能抵百万将士。

《星期日泰晤士报》评论说：“温斯顿·丘吉尔不仅是英国精神的化身，而且是我们的坚强领袖。不仅英国人，整个自由世界都对他无比信任。”

以下是丘吉尔演讲《我们决不投降》的最后一章。如果你没有时间阅读全篇演讲，以下片断值得反复吟诵。

We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be, we shall fight on beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender.

And if, which I do not for a moment believe, this island or a large part of it were subjugated and starving, then our empire beyond the seas, armed and guarded by the British fleet, would carry on the struggle, until, in God's good time, the new world, with all its power and might, steps forth to the rescue and the liberation of the old.

我们将坚持到底。我们将在法国作战，我们将在海洋中作战，我们将带着越发强大的信心与力量在天空中作战。我们将不惜一切代价，保卫英伦三岛！我们将在海岸上作战，我们将在登陆地作战，我们将在旷野与街巷中作战，我们将在山区作战。我们决不投降！

我不相信会发生这种情况，但万一英国本土或其大部分遭到占领并陷入饥荒，那么我们在海外的领地，那些由英国舰队武装并保卫的国土，也将继续进行斗争，直到新世界以上帝之名挺身而出，拿出一切力量拯救并解放旧世界。

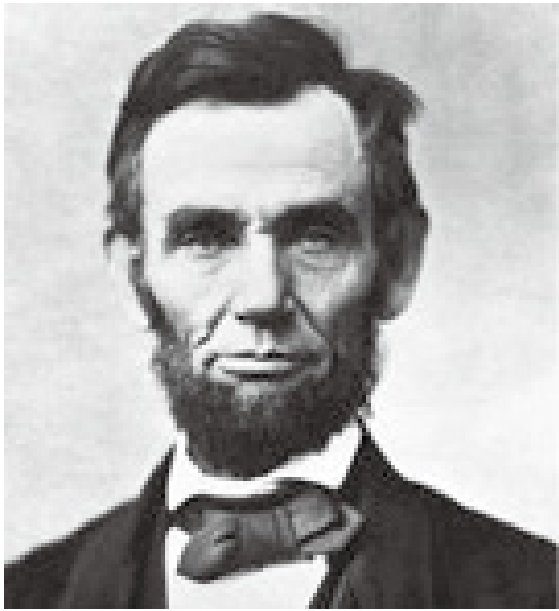
美国总统的领导力：公众演讲

有人说自电视诞生以来，美国总统选举的实质就是演讲能力的比拼。这么说可能有失偏颇，但是如果说在现代社会，没有演讲，公众就“看”不到你的领导力，这是真实的。美国总统的竞选和就职演讲往往成为公共演讲的经典。这也是我在肯尼迪政府学院了解最多的演讲系列。肯尼迪总统是第一位通过电视演讲竞选成功的总统。作为好莱坞电影演员的里根，娴熟的演讲能力把他顺利地送入了白宫。而总统就职演讲，则成为新任总统演讲能力和演讲艺术的集中展示。演讲能力不仅对总统选举来说事关重大，在总统就职期间，每逢重大事件和危机，人们必然期待领导人站出来演讲。而这些精彩的演讲本身不仅展示出总统的施政纲领，他在演讲中所表现出的决心和信心，也是其能够领导这个国家的有力证明。

时光荏苒，灿若星辰的美国总统任期内的政绩人们可能不记得了，但是他们通过演讲留下的名句和思想，成为总统领导力的重要象征，被人们反复引用，成为经典，也成为美国政治经济文化的重要组成部分以及领导力教学的重要教材。受过教育的美国人对这些名句及其背后含义的了解，就像中国人了解“世上无难事，只要肯登攀”“数风流人物，还看今朝”一样！了解这些演讲，是了解美国领导力文化的重要窗口。

以下是一些著名的总统演讲片断，以及他们的历史背景。看看演讲在美国重大历史时刻所承担的重任！

1. 林肯总统的演讲——使美国南北免于分裂



亚伯拉罕·林肯

林肯在葛底斯堡的演讲是美国历史上最伟大的演讲之一。葛底斯堡战役是美国南北战争中的重要战役，在这场战争中，美国南部邦联和北部联邦发生了惨烈的会战，南北双方留下超过7 000具的战士遗骸和数以千具的战马尸骨。这个战场成为南北方双方仇恨的象征，也是一处不断流血的伤口。为了掩埋这些将士的尸骨，宾夕法尼亚州购下17英亩^注的土地作为墓园，以掩埋这些葬送于烈日沙场的将士。战争结束4个半月后，林肯应邀在葛底

斯堡国家公墓落成仪式上发表简单的演讲。有意思的是，当日被视为“葛底斯堡演讲”的并非林肯的演讲，而是在他演讲之前，时任美国国务卿、全美知名的演说家艾佛瑞特发表的一场长达2个小时的演讲。但是，在他之后林肯带着浓重的口音做的3分钟演讲却得以青史留名。可见演讲不以长短论，不以声名论，内容最重要。

林肯虽然来自北方联邦，但他在演讲中5次使用“共和国”（nation），而未使用“联邦”（union）；文辞涉及独立战争、《独立宣言》中广为人知的字句，通过对在战争中牺牲的战士不分南北的共同悼念，感动了南北美国人，也在关键时刻团结了国家。他演讲中的最后一段成为经典名句：

We here highly resolve that these dead shall not have died in vain, that this nation, under God, shall have a new birth of freedom, and that government of the people, by the people, for the people, shall not perish from the earth.

我们要在这里下定决心，决不能让他们白白牺牲；要让这个国家在上帝的庇佑之下获得自由的新生，让这个民有、民治、民享的政府永世长存。

特别是最后的“of the people, by the people, for the people”（民有、民治、民享）既是向《独立宣言》的致敬，也是对未来南北双方共建美好家园的憧憬和描绘。

2. 罗斯福总统演讲：大萧条时的坚定信心



富兰克林·罗斯福

罗斯福就任美国总统期间，正值美国“大萧条”时期，失业、破产、倒闭潮席卷美国，痛苦、恐惧和绝望弥漫在美国的大街小巷。罗斯福的就职演讲点燃了人们心中同心同德战胜困难的希望之火。他任总统期间实施的罗斯福新政，有效地应对了经济危机，获得了美国人民的拥护。他是美国历史上唯一连任4届总统的人，其领导力不容置疑。罗斯福的就职演讲用词优雅，振奋人心。他说出的“我们唯一恐惧的是恐惧本身”这一句经典广为

流传。

This is a day of national consecration, and I am certain that on this day, my fellow Americans expect that on my induction in the Presidency I will address them with a candor and a decision which the present situation of our people impels.

This is preeminently the time to speak the truth, the whole truth, frankly and boldly. Nor need we shrink from honestly facing the conditions facing our country today. The great nation will endure as it has endured, will revive and will prosper.

So first of all, let me express my firm belief that the only thing we have to fear is fear itself——nameless, unreasoning, unjustified terror, which paralyzes needed efforts to convert retreat into advance.

今天对我们的国家来说，是一个神圣的日子。我相信，同胞们都希望我在就任总统的仪式上，根据我国目前的形势，向他们发表开诚布公、果断坚决的讲话。

现在，正是坦率而勇敢地说出真话、说出全部真话的最佳时刻。我们不应畏首畏尾，不敢面对我们国家当前的情况。这个伟大的国家必将一如既往地持续下去，必将复兴并再度繁荣。

因此，请让我表明我的坚定信念，那就是我们唯一恐惧的是恐惧本身——那种难以名状的、不可理喻的、毫无根据的恐惧。这种恐惧会让人丧失迎难而上的努力。

3. 约翰·肯尼迪总统演讲：奠定美国政坛经典

约翰·肯尼迪于1961年1月20日正式宣誓就职。他发表的就职演讲《火炬已经传递给美国的新一代》（*The torch has been passed to a new generation of Americans*）成为经典中的经典。在他的任期中，正值冷战的关键时期，美苏危险对峙，战争似乎一触即发。他在就职演讲中提到的“Ask not what your country can do for you, ask what you can do for your country”（不要问你的国家能为你做些什么，而要问你能为你的国家做些什么）成为脍炙人口的名句。在他的就职演讲之后，约有3/4的美国民众认可了新总统，至今这仍是一个无法企及的高度。1965年哈佛大学公共管理学院改名为肯尼迪政府学院，以纪念这位美国历史



约翰·肯尼迪

上最受欢迎的总统。这个名句如今也成为哈佛大学肯尼迪政府学院的“院训”，悬挂在学院的大门入口处。

另外，他在演讲中提到冷战和大国关系的许多语句，均成为国际政治舞台上经常被引用的名句，成为他为美国政坛留下的重要政治遗产。

Civility is not a sign of weakness, and sincerity is always subject to proof. Let us never negotiate out of fear, but let us never fear to negotiate.

谦恭并非懦弱，诚意永远有待检验。我们永远不要因为恐惧而谈判，但也永远不要对谈判产生恐惧。

他那句经典的话出现在演讲的结尾：

In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger. I do not shrink from this responsibility — I welcome it. I do not believe that any of us would exchange places with any other people or any other generation. The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it. And the glow from that fire can truly light the world.

And so, my fellow Americans, ask not what your country can do for you; ask what you can do for your country.

My fellow citizens of the world, ask not what America can do for you, but what together we can do for the freedom of man.

在漫长的世界历史上，只有为数不多的几代人有机会扮演在极度危急的时刻保卫自由的角色。我不会在这份责任面前退缩——我将欣然接受这份责任。我不相信我们中的任何人愿意和别人或其他时代的人易地而处。我们在这场努力中付出的能量、信念与忠诚将照亮这个国家和为之奋斗的所有人，这把火还将照亮整个世界。

因此，我的同胞们，不要问你的国家能为你做些什么。要问问自己，你能为你的国家做些什么？

世界各国的公民们，不要问美国能为你做些什么。要问问自己，我们大家联合起来，能为人类的自由做些什么？

4. 罗纳德·里根：灾难后继续前行



罗纳德·里根

罗纳德·里根是第40届美国总统。里根曾为好莱坞演员，演过53部电影。1980年在竞争中击败卡特当选总统。1984年连任成功。他是中美两国建交后首位在任访华的总统，对外提出“星球大战”（战略防御倡议）计划。

1986年1月28日，美国“挑战者”号航天飞机在升空时发生爆炸。包括两名女宇航员在内的7名宇航员不幸罹难。当晚，里根总统在电视中向美国民众发表演讲，缅怀在

事故中遇难的宇航员，同时鼓励美国人们继续勇敢探索，肩负伟大使命，无所畏惧。他特别对电视机前的孩子们说：

I want to say something to the schoolchildren of America who were watching the live coverage of the shuttles takeoff. I know it's hard to understand, but sometimes painful things like this happen. It's all part of the process of exploration and discovery. It's all part of taking a chance and expanding man's horizons. The future doesn't belong to the fainthearted; it belongs to the brave. The Challenger crew was pulling us into the future, and we will continue to follow them.

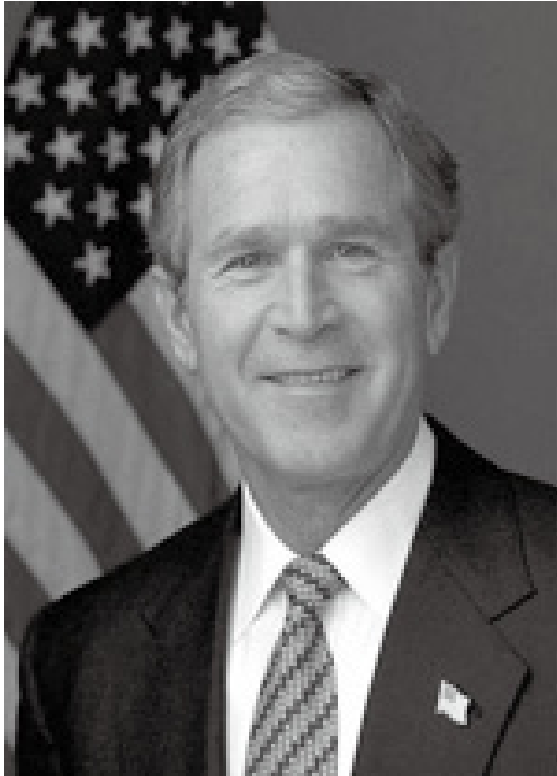
此时，我想对那些观看了飞船发射直播的美国中小学生们说几句话。我知道这让人难以接受，但有时这种悲剧确实会发生。这是探索发现过程中的一部分，这是冒着风险、拓展人类视野进程的一部分。未来不属于懦夫，未来属于勇士。“挑战者”号机组成员的工作是带领我们走向未来，而我们必将继承他们的遗志。

发生这样严重的事故，里根知道人们会质疑“星球大战”计划。他毫不回避地谈到一切将会继续，将会有更多的航天飞机升空。这表现了他作为国家领导人的勇气和魄力。

We will continue our quest in space. There will be more shuttle flights and more shuttle crews, and yes, more volunteers, more civilians, more teachers in space. Nothing ends here; our hopes and our journeys continue.

我们将继续太空探索。我们将派出更多的航天飞机、更多的机组成员、同时也有更多的志愿者、平民、教师进入太空。一切都不会因此而停止，我们的希望与征途不会就此停步。

5.“9·11”事件之后布什总统的演讲：危机时刻的领导力



乔治·布什

“9·11”事件发生之后，美国人民陷入巨大的悲痛和困惑之中。他们既为受到攻击的同胞哀悼，又对攻击者满怀愤怒，但是他们不明白为什么这个世界上有人这么痛恨美国，竟然以自杀式的袭击来攻击美国的普通民众。整个美国都在呼唤危机中的领导力，众所期盼的就是美国总统的电视演讲。总统需要在关键时刻站出来，向这个国家说明到底发生了什么，我们应该如何应对。灾难发生时布什总统正在休假，他火速赶回华盛顿，第一件事就是面向美国人民发表电视演讲，并迅速召开新闻发布会，表现出危

机时刻的领导力。我经常用这段视频做演讲培训教材，因为它几乎包括了我想要传授的所有电视演讲的要点。

Freedom itself was attacked this morning by a faceless coward, and freedom itself will be defended.

I want to reassure the American people that the full resources of the federal government are working to assist local authorities to save lives and to help the victims of these attacks. Make no mistakes, the United States will hunt down and punish those responsible for these cowardly acts. I've been in regular contact with the vice president, secretary of defense, the national security team and my Cabinet. We have taken all appropriate security precautions to protect the American

people. Our military at home and around the world is on high alert status and we have taken the necessary security precautions to continue the functions of your government. We have been in touch with the leaders of the Congress and with world leaders to assure them that we will do whatever is necessary to protect America and Americans. I ask the American people to join me in saying thanks for all the folks who have been fighting hard to rescue our fellow citizens and to join me in saying a prayer for the victims and their families. The resolve of our great nation is being tested. Make no mistakes. We will show the world that we will pass this test. God bless.

今天早上，自由被一群无耻的懦夫们所攻击，自由必将得到捍卫！

我想向美国人民保证，联邦政府的所有资源都将致力于协助地方政府挽救和帮助这场袭击中的受害者。毫无疑问，美国将追捕和惩罚那些人，让他们为自己的懦夫行为负责。我已同副总统、国防部长、国家安全委员会和我的内阁保持密切沟通，我们已经采取了一切适当的安全防范措施来保护美国公民。我们在国内外的军队正处于高度戒备状态，而且已经采取必要的安全预防措施。我们一直在与国会的领导人和世界各国领导人联系，向他们保证，我们会不惜一切代价来保护美国和美国人民。我请求美国人民和我一起向那些一直在努力抢救我们同胞的人表示感谢，我请求美国人民和我一起为受害者和他们的家人祈祷。我们伟大的祖国正在接受严峻的考验。但是毫无疑问，我们将向世界证明我们禁得住这场考验。上帝保佑！

6. 奥巴马的演讲：成就首个黑人总统传奇

奥巴马是位演讲天才。他在演讲时发音清晰、充满激情、目光坚定。对情绪的运用和把握十分准确，对自己的背景和血统的运用精妙



巴拉克·奥巴马

得体。哈佛法学院习得的辩才和基层工作的磨炼，使他的演讲既有故事的丰富性，也有逻辑的思辨之美。他的非洲血统和从父辈开始的奋斗故事，均在他流畅煽情的演讲中为公众所熟悉。奥巴马的演讲中至少有10篇是精品，涉猎了演讲的各方面技能，是学习演讲的好教材。这里节选的一篇演讲是《艾奥瓦之夜》。2008年1月3日，美国总统大选初选在艾奥瓦州拉开序幕。尽管艾奥瓦州是一个小州，但由于这个州是美国大选中第一个进行初选的州，该州初选结果对全国的初选乃至大选都起着类似风向标的作用。

奥巴马在初选中获胜，赢得了大选的“开门红”。在此背景下他发表了这篇胜利演讲。在演讲中，他把成功归于选民，是他们创造了奇迹，是他们创造了历史，是他们的选择带来了美国的团结。

Thank you, Iowa.

You know, they said this day would never come.

They said our sights were set too high.

They said this country was too divided; too disillusioned to ever come together around a common purpose.

But on this January night — at this defining moment in history — you have done what the cynics said we couldn't do. You have done what the state of New Hampshire can do in five days. You have done what America can do in this new year, 2008. In lines that stretched around schools and churches, in small towns and big cities; you came together

as Democrats, Republicans, and Independents to stand up and say that we are one nation; we are one people; and our time for change has come.

感谢你们！艾奥瓦的公民们！

他们说，这一天永远不会到来！

他们说我们的目标定得太高太远！

他们说我们的分歧太深、太久，人民失望透顶，永远没有达成共识的那一天！

然而，在这个1月的夜晚——在这个决定性的历史时刻——你们完成了那些持怀疑论者无法完成的使命！5天后新罕布什尔州也将完成同样的壮举。你们已经完成了美国在新的2008年可以完成的任务。在学校，在教堂，在那些蜿蜒的（投票）长队中，在城市，在乡村，你们——不管是民主党人、共和党人还是独立派人士——走到一起，振臂高呼，我们是一个国家，我们是一个民族，变革的时代已经到来！

1. 1英亩≈0.405公顷。——编者注

现代商界领袖：用演讲改变世界

领导就是影响力，领导就是被追随。对于企业家来说尤其如此。商业世界的领导者们看到未来趋势，激发和团结同道者，一起完成使命。演讲是非常有效的手段。作为企业领导人，你需要很多人的支持：消费者、投资人、员工、合作伙伴、政府、公众。想想乔布斯的新产品发布会，想想鲍尔默的员工大会，想想巴菲特的投资人大会，虽然他们的演讲风格各异，但无一不是利用演讲建立信心，获得最大支持的经典例子。企业家如具备优秀的演讲能力，定会如虎添翼。

好的领导者是天生的演说家。这无关你的高矮胖瘦，无关你的声音体态。一流的企业家是优秀的激励家、令人信服的说服家、引领创新的促进者，言行一致的行动者。

企业家的演讲一般分为以下几类：

第一类最常见的是在大学演讲。作为一个成功的企业家，经常会被邀请回母校演讲。这是最自然的场合，也是展示演讲力的绝佳机会。面对年轻人，你有什么人生忠告？有什么可以分享？大学演讲最容易讲得感人，因为演讲者首先要洞察自己的灵魂，探索自己的内心，找到自己相信的人生价值和意义。你的答案会对年轻人的人生之路产生重要影响。

第二类演讲是面向员工的演讲，在跨国公司里被称为“**Town Hall Meeting**”。这一类演讲是中国企业家在用中文演讲时最擅长的。什么时候需要用英文演讲呢？当你收购了海外公司的时候，你需要对海外员工进行演讲。最好是英文演讲，这样声情并茂，最有效果。也可以是视频，当然他们更期待见到你的真人。

第三类演讲是展示新的产品或技术发展方向，将人们引领到未来。好的演讲能启迪观众，开拓新时代。苹果系列产品发布时，乔布斯以简明的形象配合大屏幕的演讲，条理清晰，言谈间充满智慧和幽默，不愧是大师级的演讲家，树立了企业家演讲的新标准和榜样。在每年的拉斯维加斯消费电子展上，在大公司的新产品发布会上，你会见到越来越精彩的产品发布演讲，这些演讲大部分由企业家本人亲自发表，同时配以高科技的背景，以达到媒体所说的“震撼发布”效果！

第四类演讲是发布新的公司战略。可以是单独的战略发布会，可以是论坛演讲，也可以是公司内部会议。战略发布就是展示公司的领导力。

第五类是公司上市路演演讲，大多数上市公司会以此来争取投资人的信任。海外路演最好用英文，很多企业家的英文就是这么练出来的。很多投资人会在演讲人不熟练甚至笨拙的英文里努力捕捉有用的信息。

第六类是公司发生危机时的演讲。有时对内有时对外，跨国公司里经常会有，中国企业不常有，但如果公司在海外，当地社会有这种期待。这种保持透明度，与大家共渡难关的形式，会随着中国进一步融入国际市场更多地被采用。

第七类是公司成功上市演讲，这是很多企业家的欢庆时刻。多年辛苦一朝上市，虽然喜悦是短暂的，但此时的演讲对甘苦与共的员工、对合作伙伴的影响力是巨大的。如果演讲成功，对于市场信心的提升也是有重要作用的。

让我们重温几段企业家的演讲。企业家发挥的领导力有时比总统更强大，他们用新技术、新产品开创一个时代；他们也常常用信仰和理念引领一个时代。

1. 我生命中的三个故事：乔布斯斯坦福大学演讲



史蒂夫·乔布斯

史蒂夫·乔布斯作为苹果公司的创始人，以他的天才和对美以及简洁的极致追求，为21世纪的人们带来了许多革命性的数字产品：Mac（苹果笔记本电脑）、iPod（苹果音乐播放器）、iTune（苹果音乐软件）、iPhone（苹果手机）……他神奇地将技术与设计结合，为数以亿计的全球消费者带来前所未有的数码产品消费狂欢。他不仅是技术狂人，也是个天才的演讲大师。他的语言清晰流畅、充满灵性，就像他的产品一样！他在斯坦福大学的毕业典礼上发表演讲时，刚刚与

死神擦肩而过。癌症让他对生命进行了全新的思考。

在演讲中乔布斯讲述了自己的三个故事：“a story about connecting the dots, a story about love and loss, and a story about death”。这三个故事感动了无数年轻人。其中“Stay hungry, stay foolish”成了他生命的注解。

乔布斯的演讲全篇皆精彩。以下的经典段落充满哲思。

You have to trust in something — your gut, destiny, life, karma, whatever.

Sometimes life hits you in the head with a brick. Don't lose faith. I am convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for

work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking, and don't settle.

Your time is limited. So don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinion drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

你必须得相信点什么，无论是你的直觉、命运、生命，或是因果报应，随便什么都好。

有些时候生活会给你当头一棒，不要在这种时候灰心。我确信，让我不断前行的唯一动力就是对于事业的热爱。你们一定要找到自己所爱的东西，不管是事业还是爱情。工作会占据你生命中很大一部分时间。想要真正感到满足，就一定要去做自己心目中伟大的事业。而要想完成伟大的事业，就一定要热爱这份事业。如果你还没找到自己爱做的事，那就继续去找吧。

你们的时间有限。所以不要把它浪费在重复其他人的生活上。别受教条的约束，那只是按照他人的思想生活。别让他人意见的嘈杂淹没你内心的声音。最重要的是，要有勇气跟随自己的内心与直觉。你其实知道自己真正想成为什么样的人，其余一切都是次要的。

2. 选择塑造人生：杰夫·贝佐斯在普林斯顿演讲

第二篇企业家大学校园演讲是杰夫·贝佐斯在普林斯顿大学的演讲。贝佐斯于1986年获得了普林斯顿电子工程和计算机双学士。10年



杰夫·贝佐斯

后，他用30万美元创办了全美第一家网络零售书店，后来发展成全球最大的网上书店亚马逊，成为全球电子商务的重要象征。贝佐斯个人也实现了财富和人生的成功，成为《福布斯》《时代周刊》《商业周刊》各项排行榜上的常客，在全球亿万富豪排行榜中位列前50。这篇演讲是他回到母校发表的演讲，他在演讲中谈人生选择、谈梦想、谈成功。

贝佐斯一开始先讲了一个他小时候的故事。他自作聪明地告诉他的外婆，经过自己的“计算”，抽烟已使她减少了9年的寿命。正当他得意扬扬地等着表扬的时候，他的外公严肃地告诉他：“有一天你会明白，做一个善良的人比做一个聪明人更难。”

What I want to talk to you about today is the difference between gifts and your choices. Cleverness is a gift, kindness is a choice. Gifts are easy — they're given after all. Choices can be hard. You can seduce yourself with your gifts if you're not careful and if you do, it's all probably to be the detriment of your choices.

How will you use these gifts? And will you take pride in your gifts or pride in your choices?

How will you use your gifts? What choices will you make?

Will inertia be your guide, or will you follow your passions?

Will you follow dogma, or will you be original?

Will you choose a life of ease, or a life of service and adventure?

Will you wilt under criticism, or will you follow your convictions?

Will you bluff it out when you are wrong, or will you apologize?

Will you guard your heart against rejection, or will you act when you fall in love?

Will you play it safe, or will you be a little bit swashbuckling?

When it's enough, will you give up, or will you be relentless?

Will you be cynic, or will you be a builder?

Will you be clever at the expense of others, or will you be kind?

I will hazard a prediction. When you are 80 years old, and in a quiet moment of reflection narrating for only yourself the most personal version of your life story, the telling that will be most compact and meaningful will be the series of choices you have made.

In the end, we are our choices.

Build yourself a great story! Thank you and good luck!

今天我想和你们聊的是天赋与选择之间的区别。聪明是一种天赋，善良是一种选择。天赋很简单，那是与生俱来的。而选择则可能会很困难。如果你不加小心，就容易被天赋所诱惑而误入歧途，并可能因此危害你的选择。

你们要如何运用这些天赋呢？你们会为自己的天赋骄傲，还是为自己的选择骄傲呢？

你们将如何运用自己的天赋？你们会做出什么样的选择？

你们是会受惰性驱使，还是会追随心中的激情？

你们是会受制于条条框框，还是会发挥创造力？

你们是会选择安逸的生活，还是会奉献和冒险？

你们是会在批评声中退却，还是会追求自身的信念？

你们是会在犯错后强词夺理，还是会诚心致歉？

你们是会担心被拒绝而封闭心灵，还是会勇敢追求真爱？

你们是会小心行事，还是会冒险拼搏？

你们是会在困境中放弃，还是会不屈不挠？

你们是会成为愤世嫉俗的人，还是会成为建设者？

你们是会以别人为代价显示自己的聪明，还是会做个善良的人？

我想做个大胆的预言。等你们到了80岁，静下心来反思自己这一辈子，在你们用最坦白的方式回顾自己一生的故事时，那些最充实、最有意义的片段会是你们做出的一系列选择。

最终，是选择决定了我们的人生。

为自己书写一个精彩的故事吧，谢谢大家，祝你们好运！

3. 前惠普总裁卡莉·菲奥莉娜麻省理工学院演讲



卡莉·菲奥莉娜

我们请一位女企业家出场吧。前惠普总裁卡莉·菲奥莉娜。她曾掌管着全美第17大公司惠普公司，是第一位掌管道琼斯工业指数公司的女性。她从一位秘书出身，曾两次荣登《财富》杂志全美50位商业女强人之首。她在回母校麻省理工学院向校友发表演讲时，已经离开了惠普公司，并出版了自传《勇敢抉

择》（*Tough Choices*）。有人认为她是被惠普炒掉的，是一种失败。

她利用演讲的机会，剖白了自己作为企业家的心路历程和她在任惠普首席执行官时的一些变革选择和原因。公开演讲是她向社会传达信息的重要机会。她在演讲中谈到为什么要对惠普做重大变革，以及变革之后人们如何不喜欢她。要知道，在任期内她辞退了36 000人！她知道领导者改革带来的一部分影响是人们会把怨恨、恐惧和愤怒发泄于带领变革的人。然而她清楚地知道自己是领导者，而不是管理者。

卡莉·菲奥莉娜在演讲中清晰地分辨了这两者的区别：

Management is worthy profession, but it is not leadership. Leadership is about changing the order of things, seeing possibilities that others do not see.

Leadership is not about position, leadership is not about how many degrees you have. Leadership is about the decision to make positive, different and change the order of things. But leadership is both rewarding and difficult.

管理是一项专业工作，但不是领导力。领导力是关于改变，改变事情的原有秩序，看到别人看不到的可能性。

领导力不在于职位，也不在于获得了多少学位。领导力是对事物原有秩序所做的正向的改变。领导力实行起来常常很困难，但是回报是巨大的。

4. 马云的美国首场路演演讲

马云是中国新一代企业家中第一个做好准备进行英文演讲的人。阿里巴巴美国首场路演开局火爆，马云的英文演讲逗乐全场。据美国财经频道CNBC报道，路演当天，有超过1 000位投资者赶赴华尔道夫酒店参加路演午餐会，等电梯都要花40多分钟。



马云

作为启动路演的第一站，阿里巴巴的此次路演受到了前所未有的瞩目。路演开始前的几个小时，几十名记者已开始在酒店四周的每个入口“分兵把守”，特别是在车库入口重点“盯防”马云。和阿里巴巴一样受到记者如此关注的路演也只有2012年的脸谱网公司。由于前来参与的投资人人数太多，酒店的电梯完全超负荷工作，光是等电梯就需要40多分钟。而由于不断有投资者涌入，原定招待500位投资者的路演午餐会，也不得不开出分会场去招待不断到来的投资者。这一盛况远远超过苹果旗舰店门口等待iPhone6的狂热粉丝。阿里巴巴之所以受到媒体如此关注，除了公司本身的新闻价值外，马云本人能用英文流畅地沟通也给了国际媒体极大的惊喜和便利。马云的演讲果然不负众望。

15 years ago, 18 founders in my apartment had a dream, that someday we can build up a company, that can serve millions of small businesses. Today , this remains our mission to make easy to do business anywhere.

At Alibaba, we fight for the little guy, the small businessmen and women and their customers. Our role is simple, through our ecosystem, we help merchants and customers find each other and conduct business on their terms and in ways that best serve their unique needs. We help merchants to grow, create jobs and open new markets, in ways that were never before possible.

Today, 15 years passed. We've grown so significantly and have become a household name in China. And soon, we are ready for the world to know us.

You will hear details from our business later. But first let me take you on a journey around China, to see some of the real people, real stories that Alibaba has impact on them.

I am proud to share with you these stories that show the heart and spirit of Alibaba.

I'm proud that we ignite innovation, create jobs, benefit customers and help entrepreneurs fulfill their dreams.

With Alibaba's platforms, people are improving their lives today, and have hope for a better tomorrow. From our humble beginnings and throughout the past 15 years, Alibaba has changed commerce in China. Our business has grown, but we never lost sight of our customers, focusing on solving their problems, leads to the best outcome for our business.

Alibaba has come a long way, but we want to be a company that can last 102 years. We still have 87 years to go, and we believe one thing, "Today is difficult, tomorrow is more difficult, but the day after tomorrow is beautiful" . So we have to work very hard in order to survive the long journey.

Today is difficult, tomorrow is more difficult, but the day after tomorrow is beautiful.

15年前，在我的公寓里，18位创始人有了一个梦想。这个梦想就是，在某一天我们能够创立一个为成千上万小企业主服务的公司。直到今天，让天下没有难做的生意依然是我们的梦想。

在阿里巴巴，我们为一些小的生意人以及他们的客户不懈努力。其实，我们的目标非常简单：能够帮助商家和客户找到彼此，

并按照他们独特的需求方式来开展服务。我们帮助这些小生意人成长，创造出前所未有的工作机会，开拓出崭新的市场。

如今，15年过去了。我们的品牌在中国已经成了一个家喻户晓的名字。现在，我们也已经准备好让全世界来认识我们。

稍后，您将听到我们公司商业上的经营细节。不过，首先让我带您开启一段走遍中国的旅程，让我们透过一些真实的人们以及他们的真事，看看阿里巴巴对他们产生了什么影响。

能和你们分享这些故事，能为您展示阿里巴巴的精神与核心，我深感荣幸。

让我感到更加自豪的是，我们能够点燃创新、创造机会、造福客户，并且帮助创业者圆梦。

通过阿里巴巴这个平台，人们能够改善他们现有的生活，并且能够憧憬一个更好的未来。从我们最初很单纯的一个小期望开始，如今15年过去了，阿里巴巴已经改变了中国电子商务的模式。我们的业务不断发展壮大，但是我们从未丢失客户第一的理念。我们始终专注于帮助客户解决问题，基于这点，也成就了我们最好的业务结果。

阿里巴巴已经走过了一段不短的旅程，要让阿里巴巴成为一家持续发展102年的企业，还有87年的时间需要我们努力。我们深知，今天很困难，明天更加困难，但是后天无限美好。因此，我们必须更加努力，才能够在未来的漫漫征程中生存下去并赢得最后的胜利。

今天很困难，明天更加困难，但是后天无限美好。

TED演讲：用创新引领时代

在科技和互联网时代，诞生了一个全新的演讲平台——TED [指 technology（科技）、entertainment（娱乐）、design（设计）的缩写]。一个普通人，如果你有新的想法，值得传播的想法，你就可以登上TED的舞台，面向台下上千观众，面向全球数亿网民，发表你的观点，影响这个世界。

TED是美国的非营利机构，是一个跨界的智库，它自1984年开始组织TED大会，以“用思想的力量来改变世界”为宗旨。这是一个对话的平台，更是实现梦想的舞台。登上TED舞台的唯一途径就是你有“值得传播的思想”（Ideas worth spreading）。

作为一年一度的创新盛会，TED大会于1984年由理查德·沃曼（Richard Wurman）在加利福尼亚创立，原本只是一群朋友间的脑力大激荡，一些建筑师、科学家、教育家、诗人、剧作家、创业家、设计师聚在一起讨论最新、最酷的点子，以及如何可以改变这个世界。TED的独特性在于它用讲故事的方式演讲。TED式的演讲很独特，每位演讲者用18分钟的时间把他的思想用讲故事的方式呈现出来，在演讲者踏上讲台的那一刻起故事就已经开始了。

随着互联网的普及，TED受到了前所未有的欢迎。越来越多的人渴望登上TED舞台，然而现实却是一票难求。TEDx应运而生。TEDx是地方性的自发组织活动，目的是在世界各地让当地的人们聚集在一起，共享一次TED式的经历。过去25年来TED所探讨的议题涉及社会生活的各个方面，除了科技、娱乐、设计，更涵盖了环保、全球化、非洲、创业、妇女问题等。参与过TED演讲的人既包括谷歌的创始人、环保斗士、摇滚乐团U2主唱、诺贝尔奖获得者等名人，也包括有

创意有理想的普通人。根据TEDx官网数据，2012年5月~2013年5月期间共有超过1 000场TEDx活动。截至2013年6月，全球共举行TEDx活动7 100场，全球超过1 100个城市都举行过一场或多场TEDx活动，130个国家举行过一场或多场TEDx活动。

TED的最大魅力在于通过互联网，在TED强大的品牌效应下，全球的观众都有机会聆听你的观点。

TED演讲最初是关于科技、娱乐和设计，但是越来越多有影响力的思想正通过TED传播开来。我印象最深刻的是印度人力资源开发部部长沙希·塔鲁尔（Shashi Tharoor）关于印度软实力的演讲，这场演讲不仅仅影响了在场观众，而且通过网络改变了很多人对印度人以及印度将会对世界产生的影响的看法。

In today's world, it's not the size of bigger army that wins, it's the country that tells a better story.

在今天的世界里，拥有最大规模军队的（国家）并不是赢家，最会讲故事的国家才是最后的赢家。

沙希·塔鲁尔现任联合国副秘书长。他特别擅长讲故事，他的TED演讲里充满了故事。

Today in Britain for example, Indian restaurants employ more people than coal mining, ship building and steel industry combined!

现在在英国，印度餐馆雇用的员工人数超过了采矿、造船、钢铁行业雇用的总人数！

塔鲁尔认为，印度正在迅速成为一个超级大国——不仅是通过贸易和政治，更多的是通过软实力，印度正通过饮食、音乐、科技、宝

莱坞与世界分享自己的文化。他认为，从长远来看印度的国家实力不仅体现于本国的军队规模、经济总量、人口多少，更重要的是印度文化对全世界人民心灵和思想的影响。

政治家、企业家、科学家，甚至普通人都在通过英文公共演讲影响世界。作为中国企业家，您还在等什么？

第二章 英文演讲10堂课

Class One: Your Speech Objectives

Class Two: Be Confident !

Class Three: The Formula for a Good Speech

Class Four: Speaking Tactics: Ethos, Pathos, Logos

Class Five: What's Your Version of China Story?

Class Six: What are Your Catching Phases?

Class Seven: Deliver a Wonderful Speech

Class Eight: Tips for Opening and Ending

Class Nine: Q&A Session, Challenging and Fun Part

Class Ten: Humor Matters!

Homework: Practice, Practice, Practice

第1课 为什么要用英文演讲?

第2课 你可以!

第3课 演讲方程式

第4课 千年古训，演讲圭臬：

信任、情感、逻辑

第5课 如何讲好你的中国故事？

第6课 撰写演讲稿：黄金句子

第7课 如何讲得精彩

第8课 开头结尾工具箱

第9课 问答环节的挑战和乐趣

第10课 幽默感：公共演讲的最高段位

课后作业 练习、练习、练习

第1课 为什么要用英文演讲?

Class One: Your Speech Objectives

Some people like to be seen and enjoy performing. Others don't. Regardless of which group you fall into, becoming the president or vice president of a company will turn you into the icon of that firm. You are now the representative and spokesperson for your business enterprise. That means having a greater amount of favorable publicity on your part will boost the positive brand image of the company you head. Most of the time, speaking to the public is not a choice, but a necessity, especially in the overseas markets. If you can make public speech in English and speak well, you can help to create the valuable asset for your firm's public image and branding. You can also tremendously support your corporate strategy at overseas markets.

While being able to deliver a presentation is important, what's even more critical is first carefully determining the purpose of the address and to choose the speaking opportunity carefully. Every speaking event you will go to, whether it be as an invited guest to address a forum, to do an interview with the media, or as a gala dinner VIP guest, has a purpose. While preparing for such speaking events, you must first carefully determine what your goal is in doing so. Achieving that goal, in turn, will be the overriding criteria for deciding whether you succeed or not. Bear in mind that speaking events are not ego trips. You are instead trying to achieve a clearly defined objective that will boost the profile and success of the company you head.

“What I am basically trying to achieve in this speech?” This is the first question you must ask before actually writing the address and delivering it. Are you trying to inspire people to follow your leadership

or calm staff anxieties in the midst of acute crisis? Do you want to build up customer trust or enhance brand awareness? Do you want to bring more confidence of your investors? Or your audience has misunderstanding towards your company and needs your clarification. Whatever the basic goal might be, you need to clearly define what that is as the first step in preparing to speak in public, and better write it down.

You also need to determine the right form for your speech and then prepare it accordingly. As a business leader, your speech will likely fall into one of the following categories:

- Keynote speech for conference or panel speaker;

- Road show speech;

- Media Interviews;

- TED speech;

- Speech at a university;

- Award Ceremony Speech;

- Banquet speech.

Since the form of each of these speeches varies, their preparation must be different. Clarifying both your own objective and the requirements of the organizers of the event you are speaking at is the first two things in delivering a successful speech.

Partly due to Chinese history and culture, many business leaders in China are reluctant to talk publicly. Consider the case of Huawei. Chairman Ren seldom addressed the Chinese public and made even fewer talks to the international media. Thus Chairman Ren was perceived to be “mysterious” as a business leader. For someone heading a major firm, it is not good to be perceived as such on international markets. Outsiders will, at best, view such behavior as signifying an

absence of transparency in his company and business dealings; at worst they may think this CEO is trying to hide something. This, in turn, will lead to malicious investigations aim at digging up “dirt”, even when no such “dirt” exists. Fortunately, I noticed earlier this year that Chairman Ren went out of his way to personally explain in detail Huawei’s business strategy for the upcoming year to European media. That’s very good news.

Public speech has become the most effective game of influence in the Western world. In order to be an effective leader, you must establish a highly visible and effective presence in the various stadiums, or speaking events and venues listed above.

Then you may ask why can’t I just speak in Chinese and let someone to translate it into English. My opinion is unless you don’t know a word about English, you’d better speak in English by yourself, or at least part of it. Research finding tells us that your audience receives your speech not only by the words you use, but also by the tone you speak, the passion in your words, the gesture while you are speaking, the expression on your face. Those body language in addition to the words being translated are usually more important but often missed by the plain translation. After the speech, it’s OK to use Chinese during the QA session with the translation, if that gives you more confidence in answering questions.

Nelson Mandela, the former president of South Africa once said “If you talk to a man in a language he understands, that goes to his head; If you talk to him in his own language, that goes to his heart.”

有的人愿意抛头露面，有的人不愿意，个性使然。不管你的个性如何，如果你是一个公司的总裁、副总裁，你就是公司的形象代言人。这意味着你公开的正面曝光越多，你所在公司的品牌就会被越多的公众认知，对提高公司的美誉度也就越有价值。大多数情况下，公众演讲不是一个选择题，而是一道必答题。你没有选择，特

别是在海外市场。你如果能用英文演讲，并且讲得很好，这不仅能为你的企业带来重要的无形资产和品牌价值，还会非常有助于你的企业顺利推进海外市场战略。

对于公众演讲来说，演讲当然很重要，但比演讲本身更重要的是要首先明确演讲的目标并慎重地选择每一次演讲。你出席的每一个演讲，无论你是受邀参加一个论坛，还是答应电视台媒体的一个采访要求，还是作为贵宾参加正式的晚宴，都有它的目的。当你在准备一个演讲的时候，要非常清楚你要达到一个什么样的目标。这个目标的实现与否是你演讲是否成功的最重要标志，而不是其他。你需要记住的是你的演讲不是自尊心的满足之旅，而是有着清晰目标的公司形象推广之旅。

“我在这次演讲中要达到什么目标？”这是你在写演讲稿和准备演讲时要问自己的第一个问题。是为了激发你的员工的积极性吗？还是在一场严重的危机中安抚你的员工？是为了让消费者更信任你吗？是为了使公司的品牌辨识度更高吗？是为了提升投资者信心吗？还是面向对你的公司有误解的听众进行澄清和说明？不管你的演讲的目标是什么，在演讲之前一定要明确它，并且最好能将目标写下来。

另外你要决定这次演讲的正确形式是什么，并做相应的准备。作为企业领导，你的演讲可能是下列类型中的一种：

大型论坛的主题演讲或主题论坛的讨论嘉宾；

上市路演；

媒体采访；

TED演讲；

大学演讲；

颁奖致辞；

午餐或晚餐演讲等。

由于以上每个演讲的形式不同，相应的准备也一定不同。明确你要达到的目标和了解组织者的要求是演讲成功的重要前提。

大概是出于中国历史和文化原因，很多中国企业家不太愿意抛头露面，公开演讲。华为就是一个代表。董事长任正非很少公开露面，更少面对国际媒体，他被称为“谜”一样的商业人物。然而在国际市场上，一个企业家被认为“很神秘”并不是一件好事。在局外人看来，最好的情况，是认为企业“不透明”；往坏处想，人们会认为企业的首席执行官在隐瞒什么。一有机会，“怀疑”和“调查”就会找上门来。这些调查意在发掘“丑闻”，虽然事实上可能并不存在什么“丑闻”。我很高兴看到任正非最近针对西方媒体做出的有关华为未来商业策略的详细回答，无论如何这是一个好消息。

公众演讲已成为西方社会最有效力的影响力游戏。要成为国际社会认可的高效的领导人，以上所提到的一些重要的演讲场合你都不能缺席，而且最好高调、高效出席。

可能你会问：我为什么不能直接用中文演讲，然后让别人翻译呢？我的观点是除非你一句英文也不会，否则最好亲自用英文讲，或者至少部分用英文讲。研究发现，观众从你的演讲中接收到的信息只有小部分来自你讲的文字本身，大量的信息来自于你的语气、你讲话时的热情、你的动作、你的表情等身体语言。这些比语言本身更重要的东西往往在逐字而平淡的翻译中被滤掉了。当然，英文演讲之后，你可以在问答环节使用中文，让人进行翻译，如果这样会使你更有信心地回答问题的话。

南非前总统曼德拉曾说：“当你对一个人说话的时候，如果你用他能听懂的语言，你会进入他的大脑；如果你用他自己的语言，你会进入他的内心。”

第2课 你可以！

Class Two: Be Confident!

People often wonder about the secret for effectively speaking in public. The answer can be summed up in one word: Confidence!

Some people feel nervous when speaking in public. People who are not native English speakers often become even more nervous about speaking in public when delivering their speeches in English. These fears are quite understandable. So how can they overcome such jitters? Pretending to be calm is useless; it probably doesn't help to pray either. But if you can answer the following question, then your nervousness will disappear. This question is simply, "What can I tell the audience?" This simple question actually shift the focus from yourself to your audience, from inside to outside.

Speaking itself does not inspire people, content does. Being aware that you are telling the audience something interesting and important they are not aware of and realize that in advance of the speech will build confidence and calm your nerves. Knowing and treating your speech as a vital contribution to the audience's understanding of a key issue will cause you to worry less about your performance, but focus more on your audience.

And not being nervous when speaking makes it possible to talk to the audience as if you are holding a conversation with an individual. You will come off as sounding confident and natural, rather as uncertain and nervous.

Treat public speech as a kind of contribution. Above all, be aware of the fact that you know something that the audience doesn't know and

you will effectively communicate that knowledge to them in your speech. That knowledge could be your thoughts leadership, insights gleaned from 20 years of management experience, shrewd predictions regarding the future of business, or your unique status in the business world that can be leveraged into communicating with and influencing others. So why be nervous? Rather than fretting about the speech, just do your best to express your thoughts clearly and be understood by the audience.

Moreover, always bear in mind that while someone else in the company may have better English pronunciation, you have a deeper understanding of the firm, due to your leadership of it. Someone else in the company may have an Ivy League university degree, but they did not build the company up from a small enterprise with a staff of just 10 people to one employing 10,000 people. These differences are the reason why people want to hear your talk than a better English speaker.

Thus, if your company is going to be listed on Nasdaq, you are the one who should speak to overseas investors who are seeking information and would like to listen from you about your company's strategy, even if you don't speak good English

Nobody else can do these kinds of speeches for you. So go ahead and deliver your speech in English. Yes! In English!

I can give you a good example here. Gina Qiao is the senior vice president of Lenovo. Her second language when studying at the university was Japanese. When Lenovo acquired IBM's computer group, it faced a daunting challenge to integrate the two companies. Communications became very important for the success of Lenovo's integration. The entire world was watching. Lenovo moved its headquarters to US, the management team took the challenge to use English as the working language. At that time, Gina's English did not extend beyond a few simple greeting words. However, in just a few

years she was able to confidently deliver a speech in English to an audience of a thousand people. How can she make it?

Gina shared her experience: firstly, be confident. Once you start it, your English will only get better, not worse; Secondly, be bold. Don't be shy. Knowing that your English will never be as good as a native speaker, so don't be afraid of asking questions. Thirdly, language is not everything. Your attitudes, your body language, your curiosity about different cultures are all important!

Another inspiring case of confidence and success is provided by Xiao Mi.

Xiao Mi undertook a very successful new product launch in Indian market last spring. Mi4i was designed for Indian market and got an enthusiastic response from Indian consumers. At the launch event, Lei Jun, the chairman of XiaoMi, promised everyone a Mi bracelet as a gift. Pausing briefly to take in the hails of enthusiasm from the 1000 excited Indians making up the audience, Lei Jun asked them, "Are you OK?" (Of course they are OK, actually they are more than OK, they are very happy!) It makes people laugh, getting them to relax and have fun. Indeed, this kind of minor stumble not only breaks the ice in humorous way, but makes you more human. Audiences will appreciate that. In any event, they will also know what it is that you meant to say. Being confident, which includes being comfortable about making a minor slipup, is half the battle when it comes to successfully speaking in public.

人们经常问有影响力的公共演讲的秘密是什么。答案可以总结成一个关键词：自信。

有些人演讲前会紧张，对于英文不是母语的人来说用英文演讲会让他们更加紧张。这些都是可以理解的。那么，如何让他们克服紧张感呢？故作镇定没有用，祈祷应该也没有什么用。如果你能回答好接下来这个问题，你就不会紧张了。这个问题是：“我有什么

可以告诉听众的？”这个问题实际上是将注意力的焦点从你自己身上转移到了听众身上，由“内”转移到了“外”。

演讲本身不会激励听众，是你讲的内容激励了他们！如果你意识到你在告诉听众有趣的、他们不知道的事，你就能建立起自己内在的信心并战胜你的紧张感。如果你能以贡献的心态去演讲，你就不会过度担心自己的表现如何，而是关注听众知道了多少，那你就更不会紧张了。

把你的演讲当作是正常的人际间的对话。如果你能做到这一点，你就会看起来自信、自然，而不是紧张和不确定。

把公共演讲当作是一种贡献吧。因为你知道一些东西而听众不知道，而你会在演讲中向他们讲述这些信息。这些东西可能是你的领导力思想，可能是你经营企业20年积累的管理经验，可能是你对未来商业世界的精妙预测，可能是你的身份使得只有你有资格登上讲台并影响他人。所以有什么可紧张的呢？与其为演讲焦虑不安，不如尽你所能，清楚地表达你所想要表达的内容，尽量使听众能理解你的愿望、你的想法。

另外，你要知道，其他人的英语发音可能比你好，但是你对企业有更深入的理解，因为你是企业的领导；公司里有人是常春藤名校毕业的，但是，是你把公司从10个人做到一万人的规模。所以，听众更愿意听你讲，而不是听另外的那些英文更流利的人来讲。

如果你的公司要在纳斯达克上市、要路演、要与投资人沟通，只能你讲！就算你的英文不好，听众也希望从你这里听到公司未来的发展战略和方向。

别人无法替你讲，你就尽情地用英文讲好了。没错，用英文讲！

我这里有一个很励志的故事：乔健是联想的高级副总裁，在大学期间的第二外语是日语。联想收购IMB全球电脑业务之后，面临着非常困难的整合任务。沟通成为决定整合能否成功的重要因素，整个世界都在注视着。联想管理层下决心将集团总部搬到美国，并

将英语选作工作语言。那个时候，乔健的英文水平仅限于几句日常打招呼的问候语。但是，几年后的她，可以自如地用英文面对几千人演讲。她是怎么做到的呢？

乔健说，首先要有信心，一旦塌下心从头开始，你的英语只会更好，但绝不会更糟；第二，胆子大一点、脸皮厚一点，而且要清醒地认识到你的英语永远不可能学得像第一语言，不懂就问；第三，语言不是沟通的全部，你的态度，你的肢体语言，你对不同文化的好奇心是更重要的。

还有一个关于自信与成功的故事来自小米。

小米于2015年春天在印度进行了一场非常成功的新产品发布会。特别为印度市场定制和发布的Mi4i受到印度消费者的热烈欢迎。面对激动的印度“米粉”，小米董事长雷军现场承诺向每个人赠送小米手环作为礼物。现场上千人因激动而欢呼，雷军大声问他们“Are you OK?”（你们还好吗？）（大家当然还好，不仅仅是“还好”，而且非常高兴呢！）这句不太精到的英语引得观众大笑，而且让他们感到放松，心情愉悦。这种小错误不仅会以一种幽默的方式打破演讲刚开始时的僵局，而且会使你更加贴近听众。他们知道你想表达的是什么。自信心体现在你在犯一些小错误的时候仍能表现自如，你有了这样的自信，演讲就成功了一半。

第3课 演讲方程式

Class Three: The Formula for a Good Speech

Making a good speech to an audience of native English speakers first involves thinking as they do. Are there differences in the way Western and Eastern people think? The answer to this question is certainly “yes”. In my opinion, most fundamentally, western thinking is linear in character and employs many tool kits. Oriental thinking, on the other hand, is spiral in nature and can take on divergent paths.

From western thinking, there are many formulas. The formula for effective presentation preparation is AIM.

What is AIM?

It's an abbreviation of Audience, Interest and Message.

Before you start your presentation, you need to think about: Who is your audience? Why are they interested in listening to you? What's your message?

To deliver a great speech, it's important to know your audience.

Who are they?

What, if any, connection do you have with them?

What do they know?

What don't they know?

How much do they know about you?

What do you want them to know?

What are they interested in hearing you to talk about?

Why do they want you to talk to them?

What's the benefit for them to listen to your speech?

How do you want your speech to influence the way they live their lives? What do you want them to do? To think?

Then comes the next step of developing your message:

What is your message?

You will need to deliver a message that is tailored to your audience. So once again, it is absolutely crucial to properly gauge your audience when preparing for any kind of speech.

Consider the speech President Bush made right after the 9/11 attack. The day after 9/11, Bush held a press conference and spoke to public through media. Who is his audience? The American people who have just suffered the worst foreign attack on American soil since Pearl Harbor and were still in shock, disbelief and anger over it. Bush needed to address three questions: What had happened? Why? And what did the US Government and the American people need to do in response to 9/11?

Bush delivered his key message in a short 5 minutes speech. He consoled and encouraged the American people, who were in mourning after this huge catastrophe.

He first answered the question was upmost in the mind of his audience, namely "What was the attack about?" He answered by saying that "Freedom was attacked" and then added that "Freedom will be defended". Bush argued that America was attacked because the country is the land of promise and beacon of freedom in the world. Those who hate democracy and freedom chose American as the target and enemy. These terrorists, he added, did not disclose their identity because they are cowards. And Americans did not need to fear cowards.

After he addressed the questions that were foremost in the mind of the audience, Bush delivered his basic message: our country is enduring a test and American can promise the rest of the world that it will pass this test.

Bush concluded by dealing with the question of “What to do?” He declared: I want to ask American people to join me in saying thanks for all the folks who have been fighting hard to rescue our fellow citizens and to join me in saying a prayer for the victims and their families.”

Another very good example is a speech given by Harvard University President Drew Faust. She spoke at the launch event of the Harvard Campaign, the biggest effort in the university’s history to raise funds and donations. As the most prestigious university in the world, Harvard seems already have sufficient funds for recruiting the best professors in the world and giving them the best environment and equipment to conduct research. Harvard fund has a pool of 37 billion USD, managed by the best fund managers in the world and has been growing more than 10% annually in the past decades. Harvard is among the few top universities in US to adopt need-blind policy providing scholarships to attract the most talented students around the world. These facts raised a question at the outset of the appeal campaign, namely “If the university already has the biggest pool of funds of any American institution of higher learning, then why does it still need more donations?” President Faust effectively answered that question in her speech.

In her “To Seize an Impatient Future” speech, she said “ we are facing a world almost unimaginably different from the one our fourders inhabited nearly four centurries ago... that age does not wait patiently and passively before us. It challenges us to meet the demands of change. It confronts us with the opportunity and the necessity to meet the future in ways that will fulfill this remarkable University’s enduring promise to

our students and the world. Seizing that impatient future is the goal of this campaign.

She uses 6 parallel paragraphs starting with “the future we face together...”, describing the impatient future and how Harvard can be at the forefront and continue to lead. She thereby addressing their possible questions about why they should donate funds to the university: they are shaping the future Harvard together. This address was the longest speech made by Faust after assuming the post of Harvard University President. It demonstrated her extraordinary command of language and leadership skills.

要面向英语是母语的西方人做一场精彩的演讲，首先你就要像西方人一样思考。西方式思维和东方式思维有什么不同吗？答案是“有的”。我认为最根本的区别是西方思维是线性的、工具性的；东方思维是螺旋式的、发散的。

西方式思维常常会有很多公式。对于演讲准备也有一个公式：这个公式就是**AIM**。

AIM是什么？

AIM是三个词的缩写：听众、兴趣、主信息。

在你开始演讲之前，你需要想一想：你的听众是谁？他们的兴趣是什么？你的主信息是什么？

要做一场成功的演讲，了解你的听众非常重要。

他们是谁？

他们和你有什么联系？

他们知道什么？

他们不知道什么？

他们对你了解多少？

你想要他们知道什么？

他们的兴趣是什么？

他们想听你讲什么？

他们听你演讲有什么益处？

你想要改变他们的想法吗？你想要改变他们的生活吗？你想要他们采取什么行动吗？

明确这些问题后，你就可以进行下一步——设计你的主信息：你的主信息是什么？

你需要设计你的主信息以满足和影响你的听众。再强调一次，在做任何演讲之前，充分了解你的听众非常重要。

举个布什总统针对“9·11”事件发表演讲的例子。布什在“9·11”事件后的新闻发布会上面向全国发表演讲。他面对的听众是刚刚经受了攻击的美国人民，这是在珍珠港事件后美国本土受到的最严重的攻击。民众们处在震惊、困惑和愤怒中。他们想要从领导人这里听到三个问题的答案：发生了什么？为什么会这样？美国政府和人民应该怎么做？

布什在一个5分钟的演讲里清晰地表达了他的主信息，深深地安慰和鼓舞了灾难之后处于悲痛之中的美国人民。

首先，布什向听众说明的最重要的问题是，这场攻击是什么性质的？他开宗明义地说这是“自由受到了攻击”，并且强调“自由必将得到捍卫”。布什说美国受到攻击是因为美国是希望的土地，是世界自由的灯塔。所以那些憎恨民主、自由的人们才将美国作为攻击的目标。这些暴徒没有揭示自己的身份，正说明他们是见不得人的懦夫，而懦夫是不值得美国人民有任何惧怕的！

在回答了观众头脑中最重要的问题之后，布什表达了他的主信息：“我们伟大的祖国正在经历一场考验。但是毫无疑问，我们将向世界证明我们禁得住这场考验。”

布什用“该如何做”来结束他的演讲——“我请求美国人民和我一起向那些一直在努力抢救我们同胞的人表示感谢，我请求美国人

民和我一起为受害者和他们的家人祈祷。”

另一个非常好的例子是哈佛校长福斯特在哈佛于2014年举办的史上最大规模筹款动员会上发表的演讲。作为世界名校，哈佛似乎已经拥有充足的捐赠资金保证它能请到最好的教授，并为他们提供最好的研究条件进行学术研究。哈佛的基金池中拥有370亿美元的资金，并且这些钱在世界一流资金管理人手中以每年超过10%的速度在不断增值。充足的资金使哈佛能够在招生时实行“盲录”（不考虑学费需求）政策，以充足的奖学金吸引世界上最聪明和最有才华的学生。这些事实使哈佛新的筹款运动遇到了一个不可避免的问题：哈佛已经拥有所有美国高校中最大的基金池，为什么还需要捐赠？福斯特校长的演讲需要回答这个疑问。

在名为“把握众所期盼的未来”的演讲中，福斯特校长说：“和我们祖先在近4个世纪以前居住的世界相比，我们的世界已经发生了难以想象的变化……但时间可不会耐心地等着我们去追赶。时间对我们发起了挑战，我们必须应对变化的要求。这种变化有时会令人眼花缭乱、头晕目眩，而且正在越来越快、越来越难以捉摸地向我们涌来。同时，这种变化也为我们提供了机遇，让我们得以把握未来，实现这所卓越学府对学生和世界的不变承诺。迎接众所期盼的未来，这就是这项活动的目标。

福斯特用了6个并列的段落，以“我们所共同面临的未来”开头，描述了那个众所期盼的未来的要求以及哈佛如何以在新的时代持续领先，保持领导力。她这样回答了为何要哈佛还需要募捐的问题：捐赠者在塑造未来的哈佛。这是福斯特担任校长以来最长而且最重要的一次演讲，展现了她卓越的演讲水平和领导力。

第4课 千年古训，演讲圭臬：信任、情感、逻辑

Class Four: Speaking Tactics: Ethos, Pathos, Logos

The three Greek words above are from Aristotle. They may appear to be strange and foreboding, but their meaning is simple. To be a trusted person (ethos), tell a good story (pathos), and to demonstrate the logic underlying what you say (logos).

Aristotle was an ancient master of speech and wrote a lengthy book entitled “Rhetoric.” Unfortunately, not many business leaders today have time to read it. Aristotle pointed out that there are three main tactics to be employed in any successful speech. Ethos, Pathos, Logos are the names of these tactics. There couldn’t be better words to guide you deliver a good speech. Even though Aristotle made this argument thousands of years ago, it still rings true today.

The Greek word ethos, which shall now be referred to as “E” for convenience, signifies an individual’s character. Demonstrating that one has a good character is a first step in successfully delivering speech. In particular, building trust is essential, otherwise people will not believe what you say. In addition to appearing credible, you must also be attractive and likeable.

A key to establishing good ethos is simply being yourself. Trying to be someone else will make you come off as being fake and untrustworthy. Sincerity is a key to credibility. At the same time, you need to be kind and behave according to accepted norms of conduct.

In following these rules, bear in mind exactly who you are. You are not another Bill Gates or the reincarnation of Jack Ma. They have their own unique personalities, just like you do. In Shakespeare’s play,

“Julius Caesar,” Brutus does not hide his affection for Caesar. However, he says, “I love Caesar, but I love Rome more.” Given Brutus’ credit, his honesty enabled him to gain the hearts of audiences.

Whereas ethos involves establishing the credibility and credentials of a speaker, pathos refers to the ability to arouse the passions of the listeners. Pathos is the key factor in getting a speech to motivate the audience, like start an engine. Telling a good story is the best way to arouse feelings and get resonance from audiences, which you can find from many great speeches.

The most inspiring speech Faust made for the biggest ever Harvard Campaign in history, “To Seize an Impatient Future”, began by mourning the legendary Harvard crew coach, Harry Parker, who had just passed away in the month before President first gave this speech. He had been coaching rowing crews on the Charles River for more than 50 years! Over 300 hundred people, mainly of Parker’s former students came back to row at Charles River to remember him. In her speech, Faust declared, “Harvard is a place, an experience they never get over. It is as if our university years are larger, magnified, out of proportion to any other time in life, a time when we can let our minds range and roam, when we can find our passion and follow them, test ourselves and stretch ourselves” Her words aroused the memory of all Harvard alumni and brought them back vividly to their life at the university. Start with the pathos, it’s more nature to talk about the contribution and support Harvard will need from alumni.

Logos, or the logic underlying the speech, comes last. While it is important when speaking before a rational audience to present sound reasons justifying what you say, you first need to gain their trust by establishing a good rapport with them. If you fail to do that, then your logic, however well thought out it may be, will have little impact. Begin with a good story to arouse the emotions of your listeners and then

follow with sound logic to make them take action. This pattern has been employed by all kinds of masters of speech and rhetoric, ranging from Abraham Lincoln and Marc Antony to John F. Kennedy, and even Barack Obama appeals to logic after he successfully builds emotion trust with his audience.

Stories move people, logic makes them move.

标题中的三个希腊词汇来自亚里士多德，虽然它们看起来陌生而令人生畏，但是它们翻译过来的意思很简单：做一个可信赖的人（信任），讲一个好故事（情感），表明你所阐述内容之中的逻辑（逻辑）。

亚里士多德是一位演讲大师，为此专门写了一本专著《修辞学》，遗憾的是今天没有多少企业家有时间读这本书。亚里士多德说成功的演讲有三大基本要素：演讲者个性、诉诸情感、诉诸逻辑。这是指导演讲的最重要的三个要素。虽然几千年过去了，这些要义现在看起来依然充满智慧，依然实用。

第一个希腊词ethos（信任，暂且称为“E”吧）是关于一个人的个性。展现可信任的个性是任何演讲的第一步。如果你的观众不信任你这个人，他们也不会相信你说的任何话。除了表现得可信任，你还需要有吸引力，让人们喜欢你。

建立“E”的关键是做真实的自己。尝试去模仿别人会使你不真实，不可信。真诚是建立信任的基础。你首先必须是善意的、行为符合一般规范的。

你要明确自己的身份。你不可能成为比尔·盖茨第二，也不可能成为马云第二。他们都有自己的特点，就像你有你的特点一样。在莎士比亚的戏剧《恺撒》中，布鲁图斯并没有隐瞒自己对恺撒的爱，人人都知道他和恺撒的关系，但是他通过“我爱恺撒，但我更爱罗马”的宣言，使自己变得真实而可信，他的诚实使他赢得了公众对他所说的话的信赖。

如果说，“E”是建立演讲者可信度的重要途径，pathos（情感，我们称为“P”）则是激发听众情感的能力。“P”是演讲打动听众的关键，就像是点燃了一部发动机。讲故事是打动听众的最好办法。从那些著名的演讲中你能看到这种激发情感、引起共鸣的力量。

在著名的动员哈佛有史以来最大的校友捐款运动的演讲《抓住迫不及待的未来》中，福斯特校长首先悼念了一位一个月前刚刚去世的、有传奇色彩的哈佛划艇教练哈里·派克。他在查尔斯河上教授划艇长达半个多世纪。300多位他教过的学生重新回到哈佛，在河上划船以纪念这位教练。在演讲中，福斯特说：哈佛这个地方也是一种体验，你一辈子都忘不掉。我们的大学生涯似乎被拉长了，扩大了，超过了生命中其他的阶段。在这里，我们的思想能够无限延伸，我们能够找到自己的热情所在并追随自己的内心，我们能磨炼自己，拓展自己。福斯特校长用教练的故事唤起了校友们对哈佛的所有记忆，让他们回到了哈佛的美好时光。以抒情开头，总好过直接要求校友们为哈佛捐款，支持哈佛的发展。

最后，logos（逻辑，我们称其为“L”）是关于逻辑的，对于理性的听众来说非常重要，但前提是你和听众之间已经建立了可信赖的关系，你已经引起观众的情感共鸣，否则你的逻辑和道理没有人愿意听。先讲故事拉近你们的距离，再讲逻辑使人做出理性决定。林肯的演讲是讲逻辑；安东尼的演讲是讲逻辑；肯尼迪的演讲也是讲逻辑；演讲大师奥巴马在成功地建立了情感联盟之后，也在讲逻辑。

故事让人感动，逻辑让人行动。

第5课 如何讲好你的中国故事？

Class Five: What's Your Version of China Story?

Good speeches always contain good stories.

You can tell any kind of story here as long as it is good story. It may be your own story, a story about your loved ones, or one of your heroes. And as a Chinese business leader, you are well qualified to give the audience your particular China story.

Telling a story is a good way to begin a speech. Tell a real and very moving story. People remember stories. Audiences tend to find highly personal stories to be the most touching stories. Telling that kind of story will help you better connect with your listeners and get them to know you better. This kind of good stories will pack a lot of punch, making you appear more authentic in the eyes of the audience. Good stories are powerful.

Both policy makers and candidates for presidency like telling good stories. When Obama ran for president, many Americans listened attentively to his stories about his hardscrabble upbringing. Likewise, the Minister of India told more than 10 stories about India during his 18 minutes TED talk. This also applies to business leaders who are great communicators. Steve Jobs, for example, typically told three stories about himself when giving speeches at Stanford. Jeff Bezos told stories about his time at Princeton University when he talked to Princeton graduates. Leading Chinese business executives have also mastered the art of story-telling.

The founder of Alibaba, Jack Ma, told stories when he spoke to investors before Alibaba's initial public offering on the New York

Stock Exchange. He told stories about himself, he also told success stories of women entrepreneurs on TaoBao. Mr. Cao Dewang, chairman of Fuyao Group bought a factory in Dayton, Ohio that had been closed seven years by GM in response to economic hard times. Fuyao's investment is itself a great story. An American broadcasting network is producing a documentary entitled "The First Piece of Glass." This network had just finished a documentary about GM called "The Last Car," detailing the car-maker's closure of the factory and retreat from Dayton, moves which left thousands of workers jobless.

Mr Yu Weiping, the Vice President of CNR, spoke at Harvard at the moment when CNR recently won the business of building carts for the Boston Redline Railway. He told the story of Zhang Tianyou, who was among the first group of Chinese studying in U.S. and later became an engineer and built China's first rail road; he also recalled the story of the early Chinese immigrants to US to build the first railway across the new continent. These stories had an amazing impact when CNR will upgrade and bring a century old American subway into the 21st century.

Many business leaders have the ability to tell a good story. Wang Jianlin, the chairman of Wanda, usually speaks briefly, getting directly and quickly to the point in his internal management meetings. However, he recently told good stories during a CCTV program, urging the host "To Hold on for a Minute." Wang related a personal tale from his youth about the tough training he endured after joining the PLA, which was done in the snow and cold of the Northeast Chinese winter. He finished a 500km long march in these difficult conditions, never gave up, despite the harshness of the ordeal. In his later life, whenever he faced difficulties, Wang always told himself "hold on a bit longer." Wang's tenacity in the face of obstacles has been crucial in enabling him to reach his present pinnacle of success.

How does one tell a good story?

Firstly, the story has to be real. You cannot make up a story to please your audience. Secondly, the story should be closely related to the essence of your key message. In this way, the story will introduce and make clear what it is that you want to say. Thirdly, present some details, but do it succinctly so as not to take up too much time to tell a story.

How, then, can one tell a good China story in an international setting?

What kind of China story your audience is expecting?

In the past thirty years, China has undergone rapidly and enjoyed a sustainable economic growth. The world's view toward China has been constantly changing, sometimes gradually, sometimes dramatically. For a long period of time, the China stories the Western world has come to expect are of following variety. Oriental exoticism reflected in things like non-Western medical techniques, such as acupuncture, cupping and scraping, and other kinds of Chinese traditional medicine. Suffering induced by the Cultural Revolution. Low priced and shoddily manufactured goods as a "Made in China" trademark, all produced in sweatshoplike factories. Suspicion of innovation, coupled with rampant copying and plagiarism. I remember in the run-up to the 2008 Beijing Olympic Games that more than half international media coverage of the upcoming event was critical and suspicious in tone. Even in the case of the magnificent opening ceremony for the Beijing Olympic Games, an astonishing and exciting event China brought to the world, some main stream international media focused on three stories that were all about cheating. I believe the journalists covering the Olympics in Beijing did this not out of dislike for China and grand show it was putting on, but to fulfill reader expectations back home.

You cannot say those stories were groundless. But China has been leaving these stories behind with its astonishingly rapid recent

development, which has enabled it to create a whole set of new and better stories for itself. The Western world is now beginning to view China from a new and more positive and encouraging lens. Some key words emerging in current news media coverage about China include Chinese economic miracle, boldness and innovation, young people with creative ideas and global views, Chinese outbound investment, taking leadership responsibility for dealing with issues like global warming, and Chinese ancient wisdom and solutions for complex global problems.

Two Harvard professors, Bill Kirby and Peter Bol, began teaching a course on China history at Harvard last year and it quickly became one of the most popular courses on the campus. This shows how the smartest students in the planet are now seeking wisdom from Chinese history to tackle the most challenging issues facing the world today.

On the world stage, as a Chinese business leader, you are expected to be an innovator, a game changer with a vision. However, you should not be too aggressive and ambitious. That will scare people away. Emulate Deng Xiaopeng said be confident inside and modest outside. You should not sacrifice your personal life and happiness of the family while pursuing success. Doing that is not human and will not win kudos from others. In addition to trying to gain respect, be sure to show it to the people and culture of your investment destination. Doing that and proposing sound solutions is the one surefire formula for success in overseas projects.

好的演讲里都有好的故事。

你可以讲任何好故事，你可以讲你自己的故事，讲你亲人的故事，讲你心目中英雄的故事。作为一个中国企业家，你完全可以讲一个你的版本的中国故事。

讲故事是很好的开始演讲的方法。请讲真实的、感人的故事。人们总能记住故事。故事越个人化，越能感动人。故事会拉近你与

听众的距离，故事可以使听众更好地了解你。好的故事使你更加真实可信，好的故事是有力量的。

政治家和总统候选人们都喜欢讲故事。奥巴马竞选总统时全美国都在听他讲述童年艰辛的成长故事；印度的那位部长在18分钟的TED演讲中至少讲了10个有关印度的故事。一流的企业家们也很会讲故事。乔布斯在斯坦福大学的演讲主要讲了三个故事；贝佐斯在普林斯顿讲了自己的童年故事。而中国企业家们也逐步掌握了讲故事的艺术。

阿里巴巴的创始人马云在纽约首场路演也是通过讲故事拉近与投资人的距离的。他不仅讲自己的创业故事，还讲在淘宝上成功创业的普通女性的故事。福耀玻璃董事长曹德旺先生在美国俄亥俄州的代顿买下了通用汽车7年前因经济危机而关闭的厂房，用以生产汽车玻璃，这本身就是一个很好的故事题材。当地媒体正在摄制一个大型纪录片《第一块玻璃》，讲述福耀集团购买工厂、雇用数千工人、重振当地经济的故事。在此之前他们刚刚拍摄完成纪录片《最后一辆汽车》，讲述通用汽车从代理地区撤出、关闭当地工厂、使数千工人失业的故事。

中国北车股份有限公司副总经理余卫平在哈佛演讲时，正逢中国北车刚刚赢了波士顿红线地铁项目。在演讲中，他讲述了中国首批留美学生之一的詹天佑后来成为工程师，并建造了中国首条铁路的故事；还讲述了早期中国移民为美国建设贯穿东西的大铁路的故事。这些故事有着神奇的效果，因为当时中国北车即将把陈旧的美国地铁系统带向21世纪。

很多企业家都有讲故事的天赋。万达董事长王健林在企业内部讲话时往往有一说一，直接简练，但是在公开演讲中很会讲故事。最近在央视《开讲了》节目中，王健林讲起年轻时的故事：“再坚持一会儿”。故事讲述了他自己刚参军时在东北零下40摄氏度的风雪中“拉练”的事。他在冰天雪地里走完了500公里的路程，在严酷的考验下，没有放弃。“再坚持一会儿”的信念使他走完全程，也是

这种精神使他在后来的创业中不管多么困难都没有放弃，使他能取得今天的成就。

总结来说，如何讲好一个故事呢？

首先，这个故事要是真实的。你不能为了打动听众去编一个故事。第二，你的故事要和你演讲的主题相一致。这个故事背后所蕴含的意义应该是你真正想传递的主信息。第三，故事要有细节，但要精简，不能占用太长时间去讲一个故事。

那么，如何在国际舞台上讲好你的中国故事？

听众期待着听一个什么样的中国故事呢？

随着过去30年中国经济的持续增长，国际社会对中国的看法、对中国企业的看法也在渐渐发生着巨大的变化。可以说很长一段时间，西方观众期待的中国故事是这样的：比如有关针灸、拔罐、刮痧等传统中医技术的故事；文革的故事；有关生产价格低廉、但品质不过关的“中国制造”的产品的“血汗工厂”的故事；对中国创造力质疑的故事；以及中国国内盗版猖獗的故事。我记得在2008年北京奥运会举办前很长一段时间，多数的国际媒体对北京即将举办奥运会的报道是持批评和怀疑态度的。甚至对于中国呈现给世界的那一台气势恢宏、表演精湛的北京奥运会开幕式，一些国际主流媒体的报道也是“批评的”：列举的事实是三个关于开幕式的所谓“抄袭”和“作假”的故事。我不相信在现场的记者们没有被开幕式的精彩所感动，很显然他们是在满足目标受众的某种期待。

那些年关于中国的故事不能说是完全没有根据的，然而中国近年来的高速发展已经为世界奉上了全新的故事。西方世界开始用更加积极和鼓励的眼光看待中国。最近出现在媒体报道中的有关中国的关键词是：中国的经济奇迹、勇敢和创新、有创新思想和全球视野的中国年轻人、中国人的全球投资、中国发挥全球领导力的责任感、中国改变传统世界秩序的尝试、东方智慧对世界的贡献等。

哈佛大学两位知名教授柯伟林和包弼德去年开设了一门有关中国历史的网络课，立即成为哈佛最受欢迎的课程。来自世界各地的

精英学子们想从中国古代哲学中汲取智慧，解决21世纪人类面临的新挑战。

如果你是一个中国企业家，世界对你的期待是创新者、有远见的挑战者。但是建议你不要表现出太大的野心和过于激进，这样会把你的听众吓跑。可以效仿邓小平内心强大，外表谦逊。另外，你最好不要为了事业的成功牺牲你的个人和家庭生活幸福，那样很不人道，也不会赢得听众的尊敬。另外，如果你表现出对你投资地当地文化的尊敬，并且能为当地的经济发展带来解决方案，那你一定会大受欢迎。

第6课 撰写演讲稿：黄金句子

Class Six: What are Your Catching Phases?

An English speech is very different from a Chinese speech, and this difference goes well beyond simple language.

You cannot simply translate a Chinese speech into English and read it. You have to think in English, write in English, and then speak in English.

Spoken English also differs significantly from written English. You cannot, therefore, simply take a written English article and read it as a speech, even if the article is a good one. It will not do, for example, to read an oped from the New York Times as a speech. You can ask an expert, a speech writer to help you, but you need to tell him what you want to say.

Speech writing is different from writing for a book or magazine. It needs, above all, to follow spoken language. When writing a speech, you write down what you actually intend to say.

There are some tips for speech writing:

Firstly, use simple sentences — as we sometimes say, “KISS”, or “Keep it short & simple”. Be cautious to use complex sentences. The sentences in your speech should be crisp, clear and to the point. They must not exceed 10-15 words.

Secondly, employ parallel sentences to reinforce your points and add to the rhythm and power of the speech. Many excellent speeches contain parallel sentences. Those sentences sound eloquent, making them always unforgettable.

Thirdly, eschew flowery language and keep the adjectives to a minimum. You won't get any prizes for striving to be excessively "eloquent" or clever. Also limit the use of "big words," especially fancy jargon. Use them only when they clarify, rather than obfuscate, and will be easily understood by your audience. Read your speech loudly when you finish it, remember to leave enough room for your breath.

When writing content, it is crucial to include a catchy phrase or line, as it will make your address more memorable. A catchy phrase is like the flag on a ship, signifying the basic identity and direction of the vessel.

Since people tend to remember one or two catchy phrases or lines from a speech, as opposed to the rest of its content, be sure to highlight these parts of your address. Bear in mind that they are like the diamonds on a crown. It doesn't hurt to repeat such lines several times in a single speech. But make them short, easy to remember, rhythmic, and catchy. Good examples include "Ask what you can do for your country, not what your country can do for you"(John Kennedy), "Stay hungry, stay foolish"(Steve Jobs), "The only thing we have to fear is fear itself"(Franklin Roosevelt). When we talk about Golden phrases, we must cite one of the most famous American speeches, Martin Luther King's "I have a dream" speech. The repetition of "I have a dream" in every paragraph of this address reinforces the message from the speaker, adding power and impact to each part of the speech.

Renowned Chinese businessmen have also coined a number of memorable phrases. For example, Jack Ma, alluding to the early struggles he encountered before Alibaba got off the ground, once said "Today is difficult, tomorrow is more difficult, but the day after tomorrow is beautiful". Li Hejun, Chairman of Hanergy, is adept at impactful phrasing when speaking. He is fond of saying, "People usually overestimate the changes occurring in 2-3 years but

underestimate those occurring over 30 years.” By saying this, Mr. Li conveys his belief that clean energy will replace traditional energy in 30 years and comes off as someone who thinks strategically over the long-term.

In English, we call it “thought leadership”.

英文演讲和中文演讲不一样，而且这种差别不仅仅是语言层面的。

你不能简单地翻译一篇中文稿去演讲。你必须用英文想，用英文写，用英文讲。

另外，英文口语和书面语也不一样，因此你不能将一篇英文文章用作演讲稿，即使是一篇非常好的，比如《纽约时报》的评论这样的文章。你还可以找撰写英文讲稿的专业人士帮忙，但是你需要告诉他你想说什么。

演讲写作和一般文章写作不一样。演讲的语言是口语化的。当你写演讲稿的时候，事实上你要为了讲而写。

以下是针对英文演讲稿撰写的建议：

第一，要尽量使用简单的句子，就像我们所说的“KISS原则”（保持简短）。慎用过于复杂的句子，你用的词最好准确、清晰、一语中的。一个句子最好不要超过10~15个词。

第二个建议是使用排比句，对偶句等，这会使你的演讲有节奏、有韵律。很多精彩的演讲都使用了大量的排比句，这些句子听起来相当有气势，让人难忘。

第三，要小心使用过于华丽的词句。留给观众过于“花言巧语”或“过于聪明”的形象并不是什么好事。另外也不要说太多套话和时髦的话，只有在意思清晰、场合适当，并有观众能够理解的时候再用。最后，写完之后大声朗读几遍，记得给呼吸留出时间。

当你在写演讲稿时，记得至少要有一两句朗朗上口的、有智慧的，属于你自己的警句。这会使人们更容易记住你的演讲。关键句

就像航船上的旗帜，它展示着航行的方向。

人们往往记不住整篇演讲，但记得住关键句，所以我们有必要重点打磨关键词。它们就像皇冠上的钻石。在整个演讲中你可以重复几次关键句，但它们应该简单、好记，容易上口。有很多很好的例子，比如肯尼迪总统的“不要问你的国家能为你做些什么，要问你能为你的国家做些什么”；乔布斯的“大智若愚，求知若渴”；罗斯福的“我们唯一恐惧的是恐惧本身”。说到黄金句子，就不能不提马丁·路德·金的《我有一个梦想》这篇演讲，“我有一个梦想”这句话的重复使用，强化了演讲者想要传递的信息，增强气势，使人印象深刻。

中国的企业家们在演讲中也有一些让人印象深刻的经典句子。举个例子，马云在讲述阿里巴巴的奋斗历程时说：“今天很困难，明天更加困难，但是后天无限美好。”汉能集团董事长李河君在演讲时经常讲的关键句是“人们常常高估未来两三年的变化，但是低估未来30年的变化”。他相信未来30年清洁能源将全面替代传统能源，而这句话也将他自己塑造成战略家的形象。

在英语中，我们把黄金句子所表述的智慧称之为“思想领导力”。

第7讲 如何讲得精彩

Class Seven: Deliver a Wonderful Speech

There are some basic rules for English speech delivery. You have to learn to tell good stories and highlight your catchy phrases that you want the audience to remember, while to inspire the listeners and show demonstrated logic; also, you'd better have a good sense of humor.

If you can speak good English without a strong accent, then wonderful! But don't worry if you speak it with an accent. In fact, most native English speakers are incapable of delivering a good speech in their own language. But you will certainly want to have a coach to make sure that the key words in your speech are pronounced correctly to ensure they are not misunderstood. You also need to practice giving the speech, and it is best to do that in front of colleagues who can provide you with good feedback.

If you need to use power point in the speech, keep it simple. Avoid using tables and other visuals packed with data and wordy information — simple bar graphs and pie charts are much better, as they are easier to follow. Also keep written text to a minimum. Remember, the power point works for you, not the other way around. You may want to watch the iPad and iPhone launch presentations by Steve Jobs. Take notice of how skillfully he used power point. Also see him move effortlessly and comfortably on the stage as he reveals his new products. Jobs is clearly at the top of his game and is a real master in making such presentations.

We have up to now discussed what the speaker needs to do. But what should the speaker avoid doing? First, stay away from using Chinese proverbs. It is crucial to make sure that cultural references are

appropriate for your audience. Chinese proverbs may not resonate with or be understood by western people. If you want to use a quote, quote something from your audience's own rich culture, like President Kennedy's "Ask what you can do for your country " line. Second, unless the speech you are making is a very formal address, avoid reading it. Try instead to talk to your audience. Treat the audience as if it is another person you are having a conversation with. And reading a speech will limit eye contact with the audience, which is crucial for connecting with your listeners. In particular, Western people expect you to look directly at them, into their eyes, when you are speaking to them. Not establishing eye contact when holding a conversation will make them feel that you are shifty and trying to hide something.

We all like TED speeches. The speakers tell good stories, they have interesting findings and ideas to share, and their delivery is wonderful! Above all the speakers present them in a natural rather than stilted and phony way. Everybody enjoys the content they are sharing during the short 18 minutes duration of the speech.

You should deliver your speech in a natural way. Effectively use body language, it will help reinforce what you are verbally saying, making it easier for the audience to follow the speech. For business speech, some tips about body language:

1. Using podium will lend you an air of authority. Otherwise, be more casual and flexible.
2. Don't stand rigidly, but move around some — doing so will help you relax and be less nervous.
3. When making a key point, move a bit toward the audience, as if to connect more closely to them. If you say something is increasing, raise your arm; when referring a merger between two firms, bring your hands together. Don't move your hands too much.

4. Have a sense of camera; give the journalists the opportunity to take good pictures.

5. Consider both on site audience and audience on TV, if there are any.

What's more important is: your overall physical appearance also matters a great deal in giving a speech. In particular, it is crucial to be well-rested and fit-looking before giving an address. Richard Nixon "lost" his presidential election to John Kennedy for several reasons. However his "lost" in the famous opening debate with John F. Kennedy in the 1960 election campaign, which was the first televised presidential debate in American history paved the way to his lost road. That was mainly because of his appearance. Nixon had been on a grueling campaign schedule, trying to visit every state in the country, and appeared haggard and exhausted on the screen. That look reinforced the popular perception that Nixon as not a very likeable individual. By contrast, Kennedy had gotten plenty of rest before the debate and came off as being much more relaxed and poised. This performance, in turn, was crucial in persuading voters that Kennedy, who lacked Nixon's political experience, had the requisite stature to be President.

Regarding dress, in the western world, the best dress is whatever happens to be "appropriate" for the speaking occasion. Neither overdressed nor lower-dressed are appropriate.

The dress code from informal to formal ascends from sports clothes, casual, and business casual to business formal, black tie, and white tie. My suggestion is you always dress a code above your audience — doing so will show your respect for them and the speaking occasion. Err on the side of caution.

Lastly, a bit about Qi Chang, or the aura of a speech. People say a good speaker has Qi Chang, but what does that really mean? Well, Qi Chang is a psychological term whose exact meaning is hard to pin

down. However, you can feel it when you are there. Some people equate Qi Chang with simple charisma, but the two are not the same. When you have a Qi Chang, you can hold the attention of an audience consisting of 10,000 people, who will all be able to follow your speech and emotion. You can feel the energy flow between you and your audience. In order to enhance your Qi Chang, you can use the following techniques as well as well as my earlier tips:

1. You need to totally believe what you say — if you talk about what you truly believe, you will be powerful.

2. Judiciously use well-timed pauses and brief silences.

3. Mind the tone of your voice and the speed of your speech.

4. Have lots of energy. A speech with Qi Chang is an exercise of enhanced energy exchange between the speaker and the audience, making it a pleasant and exciting experience for both.

英文演讲还是有一些套路的。要会讲故事，要有能让你观众印象深刻的名言，要能激发观众情感，逻辑上要能站得住脚，还要有恰当的幽默感。

如果你英文讲得很好，那太棒了！如果讲不好，也没关系，别太在意你的口音。要知道大多数以英语为母语的人也无法用母语做一场精彩的演讲。但你的确需要一个教练，保证演讲中最重要的几个单词发音正确，不要影响观众理解。另外，你需要多加练习，最好在那些能够给你反馈的朋友面前练习。

如果你需要用PPT（演示文稿），请尽量使它保持简洁，避免使用大量的图表、图形。简单的柱状图或饼状图往往更直观。还要避免过多的文字描述。记住，你是PPT的主人，PPT不是你的主人。你可以看看乔布斯的iPad（苹果平板电脑）/iPhone上市演讲，他和背景PPT配合默契，天衣无缝。看看他在台上轻松地移动，看他展示新品的方法！你不得不承认，那才是演讲的大师级水平！

我们已经讨论了为做好英文演讲演讲者应该做什么，那么演讲者应该避免什么呢？首先尽量不要引用中文格言。确保演讲中的跨文化要素能够被听众理解很重要。把中国古诗用在英文演讲中那是自娱自乐，因为对方很难真正理解。要引用，就用对方文化中的名句吧，比如肯尼迪总统的“问问你能为你的国家做些什么”。另外不要读演讲稿，除非是非常正式的演讲。试着把听众当作谈话的对象。因为当你读稿子的时候，你和观众之间的目光交流会受到限制。目光交流是你与观众之间建立联系的重要方式。西方听众期待你说话的时候看着他们的眼睛。没有目光接触会被观众认为是在躲闪和隐藏着什么。

我们都喜欢TED演讲，那些演讲者很会用讲故事的方式来展示新发现、新观点，他们的演讲本身也很棒。你会发现TED演讲者的最大特点就是自然，不刻意。每一个演讲者都在18分钟的时间里深深地沉浸在自己所分享的内容中。

你的演讲也应该这样，越自然越好。要充分利用你的身体语言，身体语言可以起到效果增强的作用，使观众更好地理解你。对于商业演讲，在使用身体语言时有这样几条建议：

1. 使用讲台更正式、更有权威感，不用讲台更随意、更可以自由发挥。
2. 不要笔直地站着，可以适当走动，这样也有助于放松和消除紧张感。
3. 当讲到重要的地方，可以向观众靠近，似乎要和他们更紧密地联系。在谈到增长时，你可以举起双手；谈到兼并时，可以双手向一起聚拢。但不要有过多的手部动作。
4. 要有镜头感，给记者以拍照的机会。
5. 要考虑到现场和电视观众，两种效果都要考虑到。

另外，你演讲时的体能状态也很重要。事先要充分休息，保持精力充沛。尼克松当年因为种种原因输掉了和肯尼迪的总统竞选，但是首场辩论的失败是一系列失利的开始。那是美国历史上第一场

在电视上直播的总统竞选辩论。尼克松失败的一个重要原因是他疲惫的状态。当时他有相当紧张的竞选旅行安排，他野心勃勃，想去每一个州演讲，当他回到电视上的时候就像是被打败了一样精疲力竭。这让选民认为他无法胜任下一届总统。而与此形成鲜明对比的是肯尼迪经过了充分的休息，在电视上放松、自信、精力充沛。虽然他没有什么政治经验，最后也轻松地击败了尼克松。最起码在形象上，选民认为这才是下一届总统人选的应有面貌。

关于着装，西方文化中关于着装的最高境界是“合时宜的”。穿着过于隆重或太随便都是不合适的。

关于着装从非正式到正式的排序依次为：体育装、休闲装、商务休闲、商务、黑领结、白领结。我建议演讲者比观众的着装正式一个档次，以表示对观众和演讲主办方的尊重。宁求稳妥。

最后，关于气场。人们常说一场精彩的演讲会有气场，那到底什么是气场？气场是个心理学概念，很难描述，但是当你在现场时你就能感受得到。也有人将气场等同于领袖魅力，但它俩不太一样。有气场的演讲，上万人的场你都能掌控得住，让所有的目光和注意力都集中在你身上，被你吸引。你能感觉到能量在你和听众之间的流动。要增加演讲的气场，除了前面所讲的内容外，还有几个建议：

1. 要对你所讲内容深信不疑，相信你所讲的，你就会充满力量。
2. 适当和准确地运用沉默、停顿等。
3. 注意你的语调和语速。
4. 要有能量。一场拥有气场的精彩演讲，能够增进演讲者与听众间的能量交换，对双方来讲都应该是非常愉悦的体验。

第8课 开头结尾工具箱

Class Eight: Tips for Opening and Ending

A good start for any speech is crucial, but it is winning just half the battle.

You can start a speech with a story, a question, a set of surprising and interesting data/facts, or a shocking statement. What you choose here will depend, of course, on the audience. But you need to do whatever you can to grab the attention of your listeners. You say thanks to the organizers, but don't overdo it by thanking too many people or organizations. This has recently become a joke in China, as has long been viewed unfavorably overseas. Avoid beginning the speech with "Before I start," as you have already started your address, making this statement nonsensical. Stay away from cliches and hackneyed phrases like "Ladies and gentlemen ..." And, as was noted above, go easy on saying "thank you," which is best done at the end, not the beginning, of a speech.

You can flatter your audience, their city, or their country, in a skillful way to massage their ego and make them smile. But be careful to avoid coming off as fawning or obsequious.

You can tell a personal story to start the speech, but make it touching and relevant not just to the main theme of your speech but to your audience. This will help getting them to accept and like you as a person. Getting the listeners laugh in 10 seconds after beginning the speech is sure sign that you have effectively connected with them.

You can also ask a question to get your audience to think a bit and involve them in the speech. A single simple, clear and interesting

question is sufficient. No need for more than one.

You can invite your audience to participate by raising their hands. But don't ask them to stand up or move around, as doing so will turn the event into a training session, not a speaking event. You can also start by presenting some really interesting and surprising data/facts, reveal a shocking and little-known truth, or make a statement that strongly challenges the received wisdom. And if you begin with a "what," then audience will want to know "why" and is more likely to stay tuned for an answer.

You can easily find good openings or lead-ins for an address from famous speeches. When speaking to students at Stanford University, Steve Jobs joked that the occasion was the closest he had come to graduating from college to flatter his audience (he never graduated from a university). Senator Obama addressed Illinois constituents by saluting that great state, which stands at the crossroads of a nation and is the land of Lincoln.

You may want to first address the senior people sitting in the front row. Remember to mention the program which leads to the speech, doing so is common courtesy. Try to be modest without being too self-effacing. You can say "I am honored to be here today". But avoid saying "I may not be the right person to stand here". Then the audience will immediately have doubts about your qualifications and credibility.

How you end a speech is very important. I vividly remember one of my Harvard professors telling us years ago to never end a speech by saying "that's it". Doing that conveys the impression what was just said doesn't matter. You should work hard at making both the opening and close of your speech memorable.

If you are eloquent, leave some inspiring quotes to your audience to remember. But what matters most is for the speech to rouse action on the part of its listeners. The best speeches serve as a call for action. You

can leave some questions for your audience to think about. You can talk about the next steps a business or organization might need to take. Or you can open the imagination for future and elaborate a shared vision of it with the audience. You can also leave your contact information to the audience — doing so underscores that you're serious about staying in touch with and care about them. Get back to your audience, not yourself.

We have quoted Harvard president Drew Faust's speech. She has written many excellent speeches with elegant sentences and wisdom. She has frequently spoken to Harvard students since becoming the first female president of that university. Even far away in China, I can see her exercise strong leadership in her speeches. The speech she made for the Harvard Campaign is my favorite. The ending of this address is especially strong, Faust asked a question, what your strongest hopes for Harvard to become a better place might be, then she shared her own answers:

May Harvard be as wise as it is smart,
as restless as it is proud,
as bold as it is thoughtful,
as new as it is old,
as good as it is great.

Those are golden sentences serve as a call for Harvard students around the world and the institution itself to embrace the impatient future which rushes toward us at the speed of light.

Finally, remember to thank your audience for listening.

开场对每一场演讲都非常重要，好的开始是成功的一半。

你可以用讲故事的方式开头，也可以问一个问题，提供一个或一组令人意想不到的数据或者提出一个令人意外的说法。到底怎样

开头取决于你的听众，总之要想办法吸引你的观众，让他们想要继续听下去。你可以感谢主办方，但要避免感谢太多的人，这在中国的小品里已成为一个笑话了，在国外也是一样。避免说“在我开始演讲之前”要说的话，因为你已经开始了；避免陈词滥调，像老伦敦腔的“女士们，先生们”，或者反复感谢大家来听你演讲等。把感谢的话放在最后说，最后感谢大家花时间听你演讲。

你可以以巧妙的形式赞美你的听众，赞美他们的城市和国家，让他们的自尊心得到满足，让他们微笑。但要避免过度谄媚和夸张。

你可以用自己的经历开始你的演讲，但这个故事要感人，而且不仅要与主题有关，也要与听众有关，这会帮助你接近你的听众，让他们接受你。如果你能在10秒钟内让他们笑了，你就成功了。

你可以通过问问题让你的听众思考并参与到演讲之中。一个简单清晰且有趣的问题就够了，不要问一系列问题。

可以适当地让大家通过举手这种小动作参与进来，但不要让大家起身，这样会使你的演讲变得像培训课。你也可以用一段惊人的数据开始，或揭示一个鲜为人知的事实，或是提出一个挑战传统思维的观点等。当观众迫切地想知道“为什么”的时候，你就“抓住”他们了。

你可以从许多著名的演讲中看到很多精彩的开头。例如乔布斯在斯坦福演讲时，在开头时说这一天是自己离毕业典礼最近的一天，以此来取悦学生听众（因为他从没有从大学毕业过）；奥巴马在伊利诺伊演讲时，在开头不忘赞美该州不仅是美国的交通枢纽，还是诞生了伟大的林肯的地方。

你可以在演讲刚开始时问候在座的重要嘉宾。记得感谢演讲的主办方，这是一种礼貌。可以谦虚一些，但别太过了。可以说“我非常荣幸来这里演讲”，但不要说“我不认为我今天有资格来这里演讲”。这样一来观众会质疑你的资格和资历。

如何结束一场演讲也很重要。我记得当年在哈佛的课堂上，教授说永远不要简单地说“我讲完了”。这样做会显得你之前讲的一点也不重要。要郑重地结束一个演讲，正像你正式地开始一场演讲一样。

如果你有辩才，留下一些经典名句让听众去体会。但更重要的是要让听众采取行动。演讲的最高境界是引发行动。你可以留一些问题让听众去思考，可以讨论公司或组织下一步的发展，你也可以和听众一起畅想未来可能会发生的一切。你还可以将自己的联系方式留给听众，如果你会认真地回复的话。将焦点聚集到你的听众身上，而不是你自己身上。

我们在前面提到过哈佛现任校长福斯特的演讲。她发表过许多精彩的演讲，她的演讲字字珠玑、语言精美、充满智慧。她是哈佛历史上第一位女校长，就职以来经常对学生发表演讲。虽然远在中国，我依然能通过她的演讲感受到她的领导力。我最喜欢的她的一篇演讲就是她为哈佛募捐活动发表的演讲。在结尾时，她问大家：你们希望未来的哈佛是什么样的？然后她给出了自己的答案：

愿哈佛拥有智慧而不仅是聪明，

愿哈佛拥有激情而不仅是骄傲，

愿哈佛拥有勇气而不仅是想法，

愿哈佛拥有新意而不仅是历史，

愿哈佛拥有善意而不仅是伟大。

这些黄金句子是对所有哈佛学生的号召，号召哈佛要去拥抱急切的明天，一个众所期盼的、以光速向我们飞驰而来的未来。

最后，记得要感谢听众的聆听，千万别忘了。

第9讲 问答环节的挑战和乐趣

Class Nine: Q&A Session, Challenging and Fun Part

Almost every speech has a Q&A session after the speaker finishes with his/her address. Many speakers actually enjoy doing the Q&A. Since the questions can be very unpredictable, it serves as a stimulating challenge, giving them the opportunity to test and showcase the ability to think quickly on their feet. The Q&A also enables you to interact more with the audience, which can be fun and relaxing.

In reality, the Q&A session isn't always a test of your intelligence and ability to think quickly. There are skill-set and tool kits. What matters is properly using the skill set or tool kit for effectively handling Q&A sessions, no matter it is post speech or media interviews. I talked about it at greater length when I conducted spokesperson training for government and company spokespersons.

First, realize that you are in the driver's position. You may not know the road well, but the wheel of the car is in your hands. To extend this metaphor into the post-speech Q&A, while you may have no control over or knowledge of the questions in advance, it is your responsibility to provide good answers to the ones you may be asked. Thus, it is imperative to thoroughly prepare beforehand. In particular, what you can prepare is to prepare your key messages and you will need to bear in mind your key message when answering questions from the audience.

That message will be the key coming up with answers to any question you may be asked. The key message serves as the theme of

your speech and it could range from your philosophy of life to what makes a business run properly. Having a key message makes it easier to answer difficult questions, as it can provide you a basic guidepost for framing proper responses to them. Having a good key message will enable you to relax and respond to audience questions in an intelligent and sincere manner. You can be smart, funny, and quotable all at once.

Once you have your key messages, you can use the skill-set we are going to talk about. We recommend 3P approach for Q&A session. Prepare, Proactive and Polite. To prepare, you'd better list all possible questions the audience may ask, including your favorite questions and difficult questions. Be honest to yourself and try to answer the difficult questions beforehand.

To be proactive, you can lead to an unclear question or not specific question to the question that you prepared or most fit your theme and message. It's your stage and opportunity to use the chance of answering questions to highlight what you've talked about.

To be polite not only means your personal manner to be kind, also including skills to handle difficult situations. Below is a list of difficult situations and how you can politely handle them.

If the question is very offensive, don't be irritated. Answer the question in line of your key messages and move to the next question.

If in the questioner's question or statement, you find there are wrong information or false assumption (no matter for yourself or your organization or your country), correct it first, with numbers or facts that you know.

If the questioner takes the opportunity to start a presentation of himself or advertise his own organization, let the host to remind him to get back to question.

Always thanks to the questioner and say it's a good question. If you don't know the answer of a question, say you don't know and promise you will get back to him. If you are in a panel, don't take all of time. Share with other panel speakers the opportunity to answer questions.

Remember you are answering questions to all audience not only the questioner and your answer could be quoted by media, on internet and be there forever. Some forums or speaks are simultaneously available on internet. Never say anything you don't want to see in at the media or internet coverage. Never lose your temper no matter what happens.

一般的情况下，每场演讲都会在演讲结束后安排问答环节。很多演讲者特别喜欢问答环节，因为问题无法预测，这种问答成为一种机智水平的测试，给演讲者展示智慧和反应速度的机会。演讲者在这个环节中可以与听众进行更多的互动，也因此可以更放松、更有趣。

回答问题的部分并不总是对你反应能力的考验，这里有专门的技巧和方法。重要的是你可以利用这套技巧和方法来自如地回答问题，不管是演讲后的问答，还是面对媒体提问。我们在培训政府和企业新闻发言人的时候对这些技巧会讲解得更充分。

首先，你要意识到你是在驾驶员的位置上，虽然你无法预测路况，但车的方向盘掌握在你的手中，驾驶的方向由你决定。将这个比喻类比到问答环节中，你虽然无法预测问题，但你有责任为每一个问题提供一个合适的答案。因此，你需要提前准备答案，准备一个可以用来回答观众提问的主信息，而你在回答观众的问题时要紧紧围绕这个主信息。

主信息是核心，你可以以它为基础，构成所有问题的答案。它既是你整个演讲的主旨信息，也可能是你在人生中坚信的教条和指南。主信息使你可以自由地回答最困难的问题，因为你有了基本的

指南。在有主信息在手的前提下，你只需要真诚，尽可能地满足听众的问题。或睿智，或幽默，或经典，悉听尊便。

有了主信息之后，剩下的就是技巧问题了。我们通常建议遵守3P原则：提前准备、掌握主动、有礼有节。提前准备包括列出所有可能会被问到的问题，包括你最想回答的问题和你最不想回答的问题。建议你对自己要诚实，提前准备困难问题的答案。

掌握主动就是不仅要回答好“正中下怀”的问题，还要将一些不清晰的问题、没有明确指向的问题主动引到演讲的主信息方面。这是你的舞台，你要寻找一切机会强调你演讲的主题信息。

有礼有节不仅是指你个人的礼貌和修养，还包括冷静处理各种可能的困难情况。下面列举了部分可能的困难情况和处理建议：

如果提问者的问题是非常冒犯的，不要被激怒。冷静地回答能回答的部分，然后转向下一个问题。

如果提问者的问题中包括恶意的攻击或有违事实的假设（无论是对你个人、你的组织还是你的国家），在回答前首先要用你所掌握的事实和数字更正它。

如果提问者利用机会开始他自己的演讲，或者大做广告，让主持人提醒他，回到问题上来。

其他的礼仪包括：感谢提问者，说这是个好问题。如果你不知道一个问题的答案，就坦白讲，并表示在之后给予回复。如果你是主讲嘉宾之一，不要占用所有回答问题的时间，给其他嘉宾以回答问题的机会。

请记住你是向所有听众回答问题，不是仅仅针对提问者，而且你的回答会被媒体和网络转载，永不消失。现在很多讲坛都是通过网络或媒体进行直播的。如果你不想在媒体和网络上看到任何你不想听到的话，那就不要说出口。最后一定要记住永远不要失去风度。

第10讲 幽默感：公共演讲的最高段位

Class Ten: Humor Matters!

If you ask me about the most difficult part of giving a speech, I would answer “getting humor right”. I have already mentioned how humor can be very tricky terrain for a speaker. It can make a huge difference in how the speech is received, setting a really fantastic speech apart from ones that are just excellent or merely pretty good.

Different countries and cultures all have different senses of humor. What may be funny in one culture is not viewed as being at all humorous in another culture. For example, the Chinese sense of humors does not transfer well at all into the west. Western people will scratch their heads at most Chinese jokes and ask, “What’s so funny about that?” Even worse, in some cases, Chinese humor is not only not seen as funny by westerners, but as tasteless and offensive to boot, as is the case in teasing people with disabilities. Chinese people may laugh at such behavior in the CCTV Chinese New Year TV Gala show, but westerners will find ridiculing people with disabilities to be sick and cruel.

Humor is a kind of wisdom with different levels. To understand basic American humor, you can read a book containing the jokes most commonly told by people in America. Some of these jokes, are known to every American, like those known by every Chinese. When an American laughs after hearing such a joke, you’ll know what the individual is laughing about.

Good humor conveys wisdom and insight. And humor comes in various forms. The first of these is self-deprecating humor, which is commonly used in speeches because it is very safe. Since you are joking

about yourself, it is next to impossible to offend anyone. Moreover, employing this humor makes you come off as being more human — no one, after all, is perfect and we all have our weaknesses and foibles.

For example, when speaking at the evening reception for the Alibaba IPO, Jack Ma joked, “Fifteen years ago when I first came to the US and sought to get people to invest in my firm, I was rejected by 30 venture capitalists. This time, I want to get more.” Everyone laughed.

2015 April, the Vice President of CNR, Mr. Yu Heping, spoke at Harvard China Review in front of more than 1000 Harvard students. He started with a story aimed at making it easier for him to gain audience acceptance. He said he was afraid of speaking at Harvard so he took a ride on the Boston subway to find himself and become more secure about doing the speech. He added that taking that ride enabled him to be more confident of his speaking ability. The joke is that the Boston subway, which was built in 1897, is now very old and noisy.

There are different steps or levels in a joke and in telling it. A good example of this is Mr. Huang Xi’s solo show. In it, he tells the story about first coming to United States, and the mistakes he made, all of which is done in a manner that wisely pokes fun at himself. A fine line exists between self deprecating humor and being humble. Humor contains wisdom, while being humble is simply a form of courtesy.

Humor can also take a political form. This typically involves satirizing government actions and political leaders and is quite common in U.S. For example, Huang Xi often joked in his speeches about the “Yes we can!” slogan of President Obama, tweaking it as “Guess we can!” Xi made jokes about what he would do if he was elected as the President of the US. These measures included making single-sex marriage not just legal but mandatory; he also joked he will change from the Fahrenheit to Celsius scale in gauging temperatures as a solution for global warming (which is certainly a fake solution).

Huang Xi told many political jokes, but he is now an American citizen, which makes it safer for him to do that. If you are an outsider in a particular culture or country, be wary of telling political jokes. People have different values and beliefs, so what you may feel to be self-evident will not be seen in the same way by others. Be especially careful about offending patriotic sensibilities when being a foreigner poking fun at another country. Avoid doing that unless you are seasoned diplomat and an old hand at giving deliberate and well-crafted addresses.

如果你问英文演讲中最困难的地方是什么？我会说是幽默。我之前就讲到对于幽默的处理比较考人。观众认为一场好演讲和一场棒极了的高水平演讲的区别可能就在于演讲者的幽默水平。

不同国家和文化中的幽默不一样。在一种文化中幽默的东西可能在另一种文化中完全不好笑，比如中国式的幽默往往很难融入西方文化，对于很多中国式幽默西方人往往摸不到头脑。更糟的是，有时候中国式幽默在西方文化里不仅索然无味，甚至是一种冒犯。比如中国春晚中上亿人观看的小品里对残疾人的调笑，在美国文化里则被认为是难以理解和残忍的。

幽默其实是一种智慧，分为不同的层次。要了解美国文化里的基本的幽默，可以找一本美国的《幽默集锦》之类的书来看一看。有一些笑话几乎所有美国人都知道的，就像有些笑话多数中国人都听过一样。如果你知道这些老笑话，当美国人笑的时候你起码知道他们在笑什么。

好的幽默既充满智慧又带有立场。幽默有很多种。最常见的一种是自嘲式幽默。这种幽默经常用于演讲，因为它安全。因为你是开自己的玩笑，不会冒犯他人。更重要的是，这种自嘲式幽默会让你更人性化，因为每个人都有弱点和缺点。

比如马云在上市庆祝晚宴上说：“15年前，我曾经带着阿里巴巴来到美国，希望能够融资，但是当时被30家风投公司拒绝了。15年后，我又来到了美国，这次我得多要点儿。”听到这里，人们笑了。

2015年4月，中国北车副总裁余卫平到哈佛面对一千名学生发表演讲。他在演讲开始时讲了一个小故事，用以拉近与听众的距离。他说来哈佛演讲让他感觉很紧张，为了找到自己并重拾信心他坐了一趟波士顿地铁。他说这次乘坐体验使他对于自己的演讲能力变得自信了一些。这个笑话的笑点在于波士顿拥有世界上最早的地铁，建于1897年，但是现在不仅陈旧而且噪声很大。

讲笑话的水平有高下。你可以看看黄西的脱口秀。在节目中，黄西讲述了他初来美国时自己的笨拙，英语很差闹的笑话等，这些都是自嘲式的段子。但他的笑话里充满智慧，不仅仅是讲段子。自嘲式幽默和谦卑不一样。这种幽默中有智慧，而谦卑只是礼貌。

另一种笑话是政治笑话。这种笑话经常用来讽刺政策或政治人物，在美国用的很多。黄西讲了很多政治笑话，比如他故意将奥巴马竞选演讲中的“**Yes we can!**”（是的我们可以！）说成是“**Guess we can!**”（我猜我们可以！），以讽刺奥巴马上台后很多诺言没有兑现。他还说如果他当选了总统，他会让同性恋结婚不仅合法而且是必需的（以此讽刺总统竞争时拿这个说事儿来争取年轻人选票）。他还说他找到了解决全球气候变暖的方法，把华氏度变成摄氏度，这样原来100华氏度就变成60摄氏度了（用以讽刺治标不治本的政策），等等。

黄西讲了很多有关美国政治的笑话，但他已经是美国公民。如果你是外人，讲别人国家的政治笑话就要小心。人们的价值观和信仰不一样，你认为天经地义的事，其他人可能并不同意。作为一个外国人，在开对方国家玩笑时要十分小心，除非你所发表的是经过深思熟虑的有关外交政策方面的言论。

课后作业 练习、练习、练习

Homework: Practice, Practice, Practice

Reading this book is like reading a book on how to practice tennis. While it can be very useful in helping you get started, you'll still need to find a coach and practice a lot. I will guarantee that once you have acquired the skill of speaking in public, you will benefit from it through your whole life.

How to practice? First, ask yourself about your goal and commitment to giving public speeches. If you simply want to correct a speech impediment, then a one week plan might suffice. But becoming an inspiring speaker both in Chinese and English will take at least three to six months.

If you need to give a speech next week, you will need a coach, to learn some basic rules and practice several times in front of a camera. The coach will provide constructive criticism regarding your performance. In addition to helping you get ready to deliver the speech, I can also assist you in writing it.

However, a three months plan goes like this: Listen, speak, read.

Listen. You need to listen to at least 3 speeches. If possible, try to do more than three, the more the better. I would encourage you to memorize at least one speech. Doing that can help you acquire the proper rhythm of the speech. You can then apply it to your own speech.

Speak. Take every opportunity to practice giving public speeches. There are different types of public speaking. These include the elevator speech, pitch speech, and meeting speech. Treat all talking

opportunities as chances for practicing giving public speeches. Evaluate the result and try to improve your performance.

If you don't have anyone who can listen to you speak, then speak in front of a mirror, record it, and then replay the recording to yourself. You will often be surprised at how you talked when listening to yourself on the recorder.

Read! Read at least 10 famous speeches. I have chosen 10 famous speeches in Chapter three, some of which I have used in the first session of this book. Read speeches, not the New Concept English text book, not English newspapers. You will find that English in these speeches is very different from that found in English textbooks and newspapers.

Finally, email me. I am very happy to help you work out a plan and be your coach! Let's work together to tell the world some excellent China stories!

读一本有关如何演讲的书就像读一本如何打网球的书一样，会有一定的帮助。但是想要真正学会的话，还是要找教练并进行反复练习。不过我可以保证的是一旦你掌握了这门技能，你将终身受益。

如何练习？首先，确定自己想要达到的具体目标，以及你有多大决心学习公共演讲。如果你只想纠正自己演讲时的结巴，我会帮你制订一个一周的计划；如果你想流利地用中、英文演讲的话，那么你至少需要3~6个月时间。

如果你下周有一个公共演讲，那么你需要一个教练，你可以跟他学习一些基本的演讲原则，在镜头前练习几次，然后从教练那里获得反馈和建议。我们可以一起写演讲稿，帮助你练习如何演讲。

然而，三个月的计划就会细分为三个部分：听、说、读。

听。你至少要细听三篇演讲，如果可以的话当然是越多越好。强烈建议你背下至少一篇。这样你就能找到英文演讲的韵律，并在你的演讲中应用。

说。运用所有可能的机会练习演讲。公共演讲的形式可以有很多，像电梯演讲（指极短的，可能只有几十秒的演讲）、投标性演讲、会议演讲等。把所有公共讲话的机会当作演讲练习。评估演讲效果并努力改进。

如果你找不到人听你讲，你就对着镜子讲，或者录下来给自己听。你会很惊讶你在录音里的声音。

最后是阅读。阅读至少**10**篇英文演讲稿。我在本书后面仔细选取了**10**篇演讲，其中大部分我在第一章中有多处引用。就像我之前说的，要读英文演讲稿，不是读新概念英语，也不是英文报纸。在阅读中，你会发现演讲中的英语与教科书和报纸中的英语迥然不同。

最后，给我发邮件吧。我非常愿意和你一起制订演讲培训计划，并且成为你的演讲教练。让我们一起向世界讲述中国故事！

第三章

值得反复聆听的10篇演讲^注

Abraham Lincoln: The Gettysburg Address

Winston Churchill: We Shall Never Surrender

Franklin Roosevelt: The Only Thing We Have to Fear is Fear Itself

John Kennedy: Ask What You Can Do for Your Country

Ronald Reagan: The Real Heroes

Barack Obama: The Audacity of Hope

Steve Jobs: Three Stories from My Life

Jeff Bezos: We are What We Choose

Martin Luther King: I Have a Dream

Drew Faust: To Seize an Impatient Future

亚伯拉罕·林肯：葛底斯堡演说

温斯顿·丘吉尔：我们决不投降

富兰克林·罗斯福：我们唯一恐惧的是恐惧本身

约翰·肯尼迪：问问自己能为国家做些什么

罗纳德·里根：真正的英雄

巴拉克·奥巴马：无畏的希望

史蒂夫·乔布斯：我生命中的三个故事

杰夫·贝佐斯：选择决定人生

马丁·路德·金：我有一个梦想

德鲁·福斯特：把握众所期盼的未来

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1. 本章选录的演讲稿根据作者需要均有不同程度的删减（中、英文均是如此）。
——编者注

1.亚伯拉罕·林肯：葛底斯堡演说

Abraham Lincoln: The Gettysburg Address

Fourscore and seven years ago, our fathers brought forth upon this continent, a new Nation, conceived in Liberty, and dedicated to the proposition that all men are created equal. Now, we are engaged in a great Civil War, testing whether that Nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field as a final resting-place for those who here gave their lives that Nation might live. It is altogether fitting and proper that we should do this.

But, in a larger sense, we cannot dedicate, we cannot consecrate, we cannot hallow this ground. The brave men, living and dead, who struggled here, have consecrated it far above our power to add or detract. The world will little note nor long remember what we say here, but it can never forget what they did here. It is for us, the living, rather to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It's rather for us to be dedicated to the great task remaining before us; that from these honored dead, we take increased devotion to that cause for which they gave the last full measure of devotion; that we here highly resolve that these dead shall not died in vain, that this Nation, under GOD, shall have a new birth of freedom; and that government of the People, by the People and for the People shall not perish from the earth.

87年前，我们的父辈在这片大陆之上建立了一个新的国家。这个国家为自由所孕育，奉行人生来平等的宗旨。如今，我们正身处一场浩大的内战之中。这场战争考验着这个国家，或者任何一个孕育于自由、奉行此等宗旨的国家，能否长存于世。我们在这场战

争中的一个伟大战场上相聚。这片战场的一角将被我们献给那些为国捐躯的烈士，作为他们最后的安息之地。这样做理所当然，我们义不容辞。

然而，从更广泛的意义上来说，我们无法将这片土地奉献出去，我们无法让它化作圣地，永垂不朽。那些在此搏杀的勇士们，无论生死，都早已让这片土地蒙上圣光。凭我们的力量，远不足以使之增一分光彩，或减一分颜色。世人不会在意或铭记我们今天的言语，却永远不会忘记他们的事迹。我们这些还活着的人更应该做的，是献身于我们所面对的崇高责任——在这些壮烈牺牲的勇士们的鞭策之下加倍努力，投身于他们为之鞠躬尽瘁的未竟事业；下定决心，决不能让他们白白牺牲；要让这个国家在上帝的庇佑之下获得自由的新生，让这个民有、民治、民享的政府永世长存。

2.温斯顿·丘吉尔：我们决不投降

Winston Churchill: We Shall Never Surrender

When, a week ago today, Mr. speaker, I asked the house to fix this afternoon as the occasion for a statement, I feared it would be my hard lot to announce the greatest military disaster in our long history. I thought — and some good judges agreed with me — that perhaps 20,000 or 30,000 men might be reembarked. But it certainly seemed that the whole of the French first army and the whole of the British Expeditionary Force north of the Amiens-Abbeville gap would be broken up in the open field or else would have to capitulate for lack of food and ammunition. These were the hard and heavy tidings for which I called upon the house and the nation to prepare themselves a week ago. The whole root and core and brain of the British army, on which and around which we were to build, and are to build, the great British armies in the later years of the war, seemed about to perish upon the field or to be led into an ignominious and starving captivity.

The enemy attacked us on all sides with great strength and fierceness, and their main power, the power of their far more numerous air forces, was thrown into the battle or else concentrated upon Dunkirk and the beaches. Pressing in upon the narrow exit, both from the east and from the west, the enemy began to fire with cannon upon the beaches by which alone the shipping could approach or depart. They sowed magnetic mines in the channels and seas; they sent repeated waves of hostile aircraft, sometimes more than 100 strong in one formation, to cast their bombs upon the single pier that remained, and upon the sand dunes on which the troops had their only shelter. Their U-boats, one of which was sunk, and their motor launches took their toll of

the vast traffic which now began. For four or five days an intense struggle reigned. All their armored divisions or what was left of them together with great masses of infantry and artillery, hurled themselves in vain upon the ever-narrowing, ever-contracting appendix within which the British and French armies fought.

Meanwhile, the Royal Navy, with the willing help of countless merchant seamen, strained every nerve to embark the British and allied troops 220 light warships and 650 other vessels were engaged. They had to operate upon the difficult coast often in adverse weather under an almost ceaseless hail of bombs and an increasing concentration of artillery fire. Nor were the seas, as I have said, themselves free from mines and torpedoes. It was in conditions such as these that our men carried on, with little or no rest for days and nights on end, making trip after trip across the dangerous waters, bringing with them always men whom they had rescued. The numbers they have brought back are the measure of their devotion and their courage. The hospital ships, which brought off many thousands of British and French wounded being so plainly marked were a special target for Nazi bombs; but the men and women on board them never faltered in their duty.

Meanwhile, the Royal Air Force, which had already been intervening in the battle, so far as its range would allow, from our home bases, now used part of its main metropolitan fighter strength and struck at the German bombers and at the fighters which in large numbers protected them. This struggle was protracted and fierce. Suddenly the scene has cleared, the crash and thunder has for the moment but only for the moment died away. A miracle of deliverance achieved by valor by perseverance by perfect discipline, by faultless service, by resource by skill, by unconquerable fidelity, is manifest to us all. The enemy was hurled back by the retreating British troops. He was so roughly handled that he did not hurry their departure seriously.

Sir, we must be very careful not to assign to this deliverance the attributes of a victory. Wars are not won by evacuations. But there was a victory inside this deliverance which should be noted. It was gained by the air force. Many of our soldiers coming back have not seen the air force at work; they saw only the bombers which escaped its protective attack. They underrate its achievements. I have heard much talk of this; that is why I go out of my way to say this. I will tell you about it.

This was a great trial of strength between the British and German Air Forces. Can you conceive a greater objective for the Germans in the air than to make evacuation from these beaches impossible, and to sink all these ships which were displayed, almost to the extent of thousands? Could there have been an objective of greater military importance and significance for the whole purpose of the war than this? They tried hard, and they were beaten back; they were frustrated in their task. We got the Army away; and they have paid fourfold for any losses which they have inflicted. Very large formations of German aeroplanes — and we know that they are a very brave race — have turned on several occasions from the attack of one-quarter of their number of the Royal Air Force, and have dispersed in different directions. Twelve aeroplanes have been hunted by two. One aeroplane was driven into the water and cast away by the mere charge of a British aeroplane, which had no more ammunition. All of our types — the Hurricane, the Spitfire and the new Defiant — and all our pilots have been vindicated as superior to what they have at present to face.

When we consider how much greater would be our advantage in defending the air above this Island against an overseas attack, I must say that I find in these facts a sure basis upon which practical and reassuring thoughts may rest. I will pay my tribute to these young airmen. The great French Army was very largely, for the time being, cast back and disturbed by the onrush of a few thousands of armored vehicles. May it not also be that the cause of civilization itself will be defended by the

skill and devotion of a few thousand airmen? There never has been, I suppose, in all the world, in all the history of war, such an opportunity for youth. The Knights of the Round Table, the Crusaders, all fall back into the past — not only distant but prosaic; these young men, going forth every morn to guard their native land and all that we stand for, holding in their hands these instruments of colossal and shattering power, of whom it may be said that every morn brought forth a noble chance, and every chance brought forth a noble knight, deserve our gratitude, as do all the brave men who, in so many ways and on so many occasions, are ready, and continue ready to give life and all for their native land.

Nevertheless, our thankfulness at the escape of our army and so many men, whose loved ones have passed through an agonizing week, must not blind us to the fact that what has happened in France and Belgium is a colossal military disaster. The French army has been weakened, the Belgian army has been lost, a large part of those fortified lines upon which so much faith had been reposed is gone, many valuable mining districts and factories have passed into the enemy's possession, the whole of the Channel ports are in his hands, with all the tragic consequences that follow from that, and we must expect another blow to be struck almost immediately at us or at France. We are told that Herr Hitler has a plan for invading the British Isles. This has often been thought of before. When Napoleon lay at Boulogne for a year with his flat-bottomed boats and his Grand Army, he was told by someone, "There are bitter weeds in England." There are certainly a great many more of them since the British Expeditionary Force returned.

I have, myself, full confidence that if all do their duty, if nothing is neglected, and if the best arrangements are made, as they are being made, we shall prove ourselves once more able to defend our island home, to ride out the storm of war, and to outlive the menace of tyranny, if necessary for years, if necessary alone. At any rate, that is what we

are going to try to do. That is the resolve of His Majesty's government every man of them. That is the will of parliament and the nation. The British Empire and the French republic, linked together in their cause and in their need, will defend to the death their native soil, aiding each other like good comrades to the utmost to their strength.

We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender!

If, which I do not for a moment believe, this island or a large part of it were subjugated and starving, then our empire beyond the seas, armed and guarded by the British fleet, would carry on the struggle, until, in God's good time, the new world, with all its power and might, steps forth to the rescue and the liberation of the old.

议长先生，一周以前，我请求议会允许我在今天下午发表这个声明。当时，我担心自己将不得不宣布，我们历史上最严重的军事灾难已经来临。当时我估计只有2~3万人能上船撤退，一些分析家也同意我的观点。当时看来，在亚眠—阿布维尔一线以北的法国第一军团和英国远征军可能会在战场上被打得四分五裂，或者因弹尽粮绝而不得不投降。这就是我在一周前提醒议会和全国人民要为之做好准备的沉重消息。英军的全部根基、核心与智慧，这些我们以之为基础与中心、准备着手在战后打造一支伟大英军的关键力量，似乎将要在战场上覆灭，或走向饥饿被俘的不堪境地。

敌人集中火力，从各个方向对我们发起了猛烈进攻。他们的主力部队——数量远超我们的空军，被密集地投放到了战场，以及敦刻尔克和各海岸的上空。敌人从东西两面向狭窄的出口夹击，用大炮向供船只进出的海滩开火。他们在海峡与海底布满磁性水雷；他们一拨又一拨地发起空中袭击，有时动用超过100架飞机的大型编

队，向仅存的码头和我们的部队用作最后掩体的沙丘投下炸弹。他们的U型军艇已有一艘被击沉，其余的潜艇和汽艇则对已经开始撤退的船队发起猛攻。激烈的战斗持续了四五天。敌人的装甲部队，或者说装甲部队的残余，与大量步兵和炮兵一起，徒劳地扑向在这片不断缩小的战场中搏杀的英法联军。

与此同时，皇家海军在不计其数的商船水手的帮助之下，用尽一切力量帮助英国与盟友的部队登船。我们共动用了220艘轻型战舰和650艘其他船只。他们不得不在恶劣天气下，冒着几乎时刻不停的轰炸与愈加猛烈的炮火，在险滩之上展开行动。同时，如我之前所说，海中也布满了水雷和鱼雷。在这种条件下，我们的海军夜以继日、不眠不休，一次又一次地跨越这片危险的水域，成功营救出了大批战士。获救者的人数便是他们的忠诚与勇气的最佳证明。医疗船队救出了成千上万负伤的英法士兵，因其标志明显，成了纳粹轰炸的重点目标。但船上的男女士兵们从未辜负自己的使命。

同时，早已投入战斗的英国皇家空军从本土的基地起飞，在航程允许的最大范围内，动用了主要城市的防空力量，对德国轰炸机及大批掩护轰炸机的战斗机展开进攻。那是一场漫长而激烈的战斗。突然之间，战事趋于明朗。此刻，也仅仅是此刻，隆隆的枪炮声才渐渐止息。凭借着勇气、毅力、完美无缺的纪律、无懈可击的执行、资源、技能和不可征服的忠诚，一场救援的奇迹清楚地展现在我们眼前。撤退的英军部队向敌人发起了反击，这让敌人措手不及，甚至没能及时下达撤退的命令。

议长先生，我们必须倍加小心，切不可把这次救援说成胜利。只靠撤退是无法赢得战争的。然而，应该注意的是，这次救援行动中确实蕴藏着胜利。这胜利是由空军获得的。很多撤离的士兵并未见证空军的行动，他们只看到了逃脱空军掩护性火力的德军轰炸机。他们低估了空军的成就，我听到了很多类似的议论。这就是为什么我要站出来为空军说话。我要为你们讲述他们的英雄事迹。

这场战斗是对英德两国空军力量的一次重大考验。对于德国空军来说，最重要的目标就是阻止从海滩撤退的行动，并击沉集结在

那里的近千艘船只。在整场战争中，还有什么目标比这更重要吗？他们为此竭尽全力，但仍然被我们击退了，他们没能完成任务。我们把陆军撤出来了。德军给我们造成了一定损失，但他们也为此付出了4倍的代价。我们都知道，德国人是很勇猛的，但他们的大型机群多次被数量仅为其1/4的英国皇家空军阻击，四散奔逃。两架英军飞机对12架德军飞机展开追击，一架英军飞机甚至在没有子弹的情况下把一架德军飞机逼至坠毁。我们所有的机型——飓风战机、喷火战机、无畏战机，以及我们所有的飞行员在强敌面前都证明了自己技高一筹。

我们考虑过，在英伦三岛上空抵御来自海外的袭击，我们会更有优势。我应当指出，我已经为这个观点找到了一个可靠的依据，我们对此可以感到安心了。我要对这些青年飞行员致敬。强大的法国陆军当时在几千辆装甲车的冲击下大部分溃退了。难道我们不能说，是这几千名飞行员的本领和忠诚保卫了我们文明的根基吗？我想，在全世界的整个战争历史中，还从未有过像现在这样供年轻人大展拳脚的机会。无论是圆桌骑士还是十字军，与之相比都望尘莫及，黯然失色。这些年轻人，每天破晓整装出发，保卫家园。他们手中握着的，是足以粉碎一切的强大武器。可以说，每个清晨都带来一个崇高的机遇，在每个机遇中都诞生出一位崇高的骑士，每个骑士都值得我们衷心感激。同样令我们心存感激的，还有所有以各种方式、时刻准备着为保卫祖国而牺牲的勇士们。

我们对于这次撤离行动心怀感激，我们的大量士兵成功脱险，他们的亲人在过去一周忧心如焚。尽管如此，我们也决不能忽视法国与比利时的战事。这是一场巨大的军事灾难。法军的力量被削弱了，比利时的军队则全军覆没，大部分曾被寄予厚望的防线已遭攻破，大量富有的矿区和工厂也落入敌军之手。此外，整个英吉利海峡的港口也被希特勒控制，造成了一系列不幸的后果。同时，我们必须做好准备，英国或者法国可能马上就会遭到另一次打击。我们已经得知，希特勒计划入侵不列颠群岛。过去也时常有人这么盘算过。当拿破仑带着他的平底船和他的大军在布洛涅驻扎一年之

后，有人对他说：“英国那边有仇恨的野草。”自从英国远征军归来后，这种野草当然就更多了。

我本人完全相信，如果我们尽职尽责、保持警惕，如果我们像现在这样做好一切准备，我们就会再一次证明自己有能力和保卫我们的家园，驱散战争的阴云，摆脱暴政的威胁。即使这一过程要持续多年，即使我们要独自完成这一使命。无论如何，我们必将全力以赴。这是国王陛下政府全员的决定，也是国会与整个国家的意愿。大英帝国与法兰西共和国，因共同的目标和需求戮力同心，将誓死保卫祖国领土，并如同袍手足般尽一切力量守望相助。

我们将坚持到底。我们将在法国作战，我们将在海洋中作战，我们将带着越发强大的信心与力量在天空中作战。我们将不计一切代价，保卫英伦三岛。我们将在海岸上作战，我们将在登陆地作战，我们将在旷野与街巷中作战，我们将在山区作战。我们决不投降！

我不相信会发生这种情况，但万一英国本土或其大部分遭到占领并陷入饥荒，那么我们在海外的领地，那些由英国舰队武装并保卫的国土，也将继续进行斗争，直到新世界以上帝之名挺身而出，拿出一切力量拯救并解放旧世界。

3.富兰克林·罗斯福：我们唯一恐惧的是恐惧本身 *Franklin Roosevelt: The Only Thing We Have to Fear is Fear Itself*

President Hoover, Mr Chief Justice, my friends:

This is a day of national consecration. And I am certain that on this day my fellow Americans expect that on my induction into the Presidency, I will address them with a candor and a decision which the present situation of our nation impels.

This is preeminently the time to speak the truth, the whole truth, frankly and boldly. Nor need we shrink from honestly facing conditions in our country today. This great nation will endure, as it has endured, will revive and will prosper.

So first of all, let me assert my firm belief that the only thing we have to fear is fear itself — nameless, unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance.

In every dark hour of our national life, a leadership of frankness and of vigor has met with that understanding and support of the people themselves which is essential to victory. And I am convinced that you will again give that support to leadership in these critical days.

In such a spirit on my part and on yours we face our common difficulties. They concern, thank God, only material things. Values have shrunk to fantastic levels; taxes have risen; our ability to pay has fallen; government of all kinds is faced by serious curtailment of income; the means of exchange are frozen in the currents of trade; the withered leaves of industrial enterprise lie on every side; farmers find

no markets for their produce; and the savings of many years in thousands of families are gone.

More important, a host of unemployed citizens face the grim problem of existence and an equally great number toil with little return. Only a foolish optimist can deny the dark realities of the moment.

And yet our distress comes from no failure of substance. We are stricken by no plague of locusts. Compared with the perils which our forefathers conquered, because they believed and were not afraid, we have still much to be thankful for. Nature still offers her bounty and human efforts have multiplied it. Plenty is at our doorstep, but a generous use of it languishes in the very sight of the supply.

Primarily, this is because the rulers of the exchange of mankind's goods have failed, through their own stubbornness and their own incompetence, have admitted their failure, and have abdicated. Practices of the unscrupulous money changers stand indicted in the court of public opinion, rejected by the hearts and minds of men.

True, they have tried, but their efforts have been cast in the pattern of an outworn tradition. Faced by failure of credit, they have proposed only the lending of more money. Stripped of the lure of profit by which to induce our people to follow their false leadership, they have resorted to exhortations, pleading tearfully for restored confidence. They only know the rules of a generation of self-seekers. They have no vision, and when there is no vision the people perish.

The money changers have fled from their high seats in the temple of our civilization. We may now restore that temple to the ancient truths. The measure of that restoration lies in the extent to which we apply social values more noble than mere monetary profit.

Happiness lies not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort. The joy, the moral

stimulation of work no longer must be forgotten in the mad chase of evanescent profits. These dark days, my friends, will be worth all they cost us if they teach us that our true destiny is not to be ministered unto but to minister to ourselves, to our fellow men.

Recognition of that falsity of material wealth as the standard of success goes hand in hand with the abandonment of the false belief that public office and high political position are to be valued only by the standards of pride of place and personal profit; and there must be an end to a conduct in banking and in business which too often has given to a sacred trust the likeness of callous and selfish wrongdoing. Small wonder that confidence languishes, for it thrives only on honesty, on honor, on the sacredness of obligations, on faithful protection, and on unselfish performance; without them it cannot live.

Restoration calls, however, not for changes in ethics alone. This nation is asking for action, and action now.

Our greatest primary task is to put people to work. This is no unsolvable problem if we face it wisely and courageously...

I favor, as a practical policy, the putting of first things first. I shall spare no effort to restore world trade by international economic readjustment; but the emergency at home cannot wait on that accomplishment.

The basic thought that guides these specific means of national recovery is not nationally — narrowly nationalistic. It is the insistence, as a first consideration, upon the interdependence of the various elements in all parts of the United States of America — recognition of the old and permanently important manifestation of the American spirit of the pioneer. It is the way to recovery. It is the immediate way. It is the strongest assurance that recovery will endure.

In the field of world policy, I would dedicate this nation to the policy of the good neighbor: the neighbor who resolutely respects himself and, because he does so, respects the rights of others; the neighbor who respects his obligations and respects the sanctity of his agreements in and with a world of neighbors.

If I read the temper of our people correctly, we now realize, as we have never realized before, our interdependence on each other; that we can not merely take, but we must give as well; that if we are to go forward, we must move as a trained and loyal army willing to sacrifice for the good of a common discipline, because, without such discipline no progress can be made, no leadership becomes effective.

We are, I know, ready and willing to submit our lives and our property to such discipline, because it makes possible a leadership which aims at a larger good.

This, I propose to offer, pledging that the larger purposes will bind upon us all as a sacred obligation with a unity of duty hitherto evoked only in times of armed strife.

With this pledge taken, I assume unhesitatingly the leadership of this great army of our people, dedicated to a disciplined attack upon our common problems.

Action in this image, action to this end is feasible under the form of government which we have inherited from our ancestors. Our Constitution is so simple, so practical that it is possible always to meet extraordinary needs by changes in emphasis and arrangement without loss of essential form. That is why our constitutional system has proved itself the most superbly enduring political mechanism the modern world has ever produced. It has met every stress of vast expansion of territory, of foreign wars, of bitter internal strife, of world relations...

I am prepared under my constitutional duty to recommend the measures that a stricken nation in the midst of a stricken world may require. These measures, or such other measures as the Congress may build out of its experience and wisdom, I shall seek, within my constitutional authority, to bring to speedy adoption.

But, in the event that the Congress shall fail to take one of these two courses, in the event that the national emergency is still critical, I shall not evade the clear course of duty that will then confront me. I shall ask the Congress for the one remaining instrument to meet the crisis broad executive power to wage a war against the emergency, as great as the power that would be given to me if we were in fact invaded by a foreign foe.

For the trust reposed in me, I will return the courage and the devotion that be fit the time. I can do no less.

We face the arduous days that lie before us in the warm courage of national unity; with the clear consciousness of seeking old and precious moral values; with the clean satisfaction that comes from the stern performance of duty by old and young alike. We aim at the assurance of a rounded, a permanent national life.

We do not distrust the future of essential democracy. The people of the United States have not failed. In their need they have registered a mandate that they want direct, vigorous action.

They have asked for discipline and direction under leadership. They have made me the present instrument of their wishes. In the spirit of the gift I take it.

In this dedication of a nation, we humbly ask the blessing of God. May He protect each and every one of us! May He guide me in the days to come!

胡佛总统，首席大法官先生，朋友们：

今天对我们的国家来说，是一个神圣的日子。我相信，同胞们都希望我在就任总统的仪式上，根据我国目前的形势，向他们发表开诚布公、果断坚决的讲话。

现在，正是坦率而勇敢地说出真话、说出全部真话的最佳时刻。我们不应畏首畏尾，不敢面对我们国家当前的情况。这个伟大的国家必将一如既往地坚持下去，必将复兴并再度繁荣。

因此，请让我表明我的坚定信念，那就是我们唯一恐惧的是恐惧本身——那种难以名状的、不可理喻的、毫无根据的恐惧。这种恐惧会让人丧失迎难而上的努力。

每当我们的国家经历困难的时刻，坦率而强力的领导者都得到了人民的理解与支持，这对胜利至关重要。我确信，在当前的关键时刻，大家一定会再次给予我同样的支持。

让我们彼此都带着这样的精神来面对共同的困难。感谢上帝，这些困难只是物质层面的。货币贬值到了难以想象的程度，税收增加了，我们的购买力下降了，各级政府面临着严重的收入短缺，交易手段在贸易流通中遭到冻结，凋敝的工业企业随处可见，农民的产品找不到销路，千家万户多年的积蓄也付诸东流。

更为重要的是，大量失业人员正面临着严峻的生存问题，还有同样多的人正在以艰苦的劳动换取微不足道的酬劳。只有愚蠢的乐天派才会否认当前的困境。

然而，我们的不幸却并非物资匮乏的后果。我们没有遭遇天灾。我们的父辈曾凭着信念与无畏征服过重重险阻，比起他们，我们仍然大可感到欣慰。大自然仍在赐予我们恩惠，人类的努力使之成倍增加。富足的资源触手可及，但我们却偏偏无法尽情享受。

这主要是因为那些主导人类物资交换的人们，因为他们自身的固执和无能，没能完成自己的工作。他们承认了自己的失败，并就此撒手不管。在公众舆论的法庭上，这些贪得无厌的金融掮客已经成为被告，受到人类理智与情感的唾弃。

诚然，他们也努力过。但他们努力的方式已经完全过时了。面对信贷失败的局面，他们只是提议放出更多的贷款。当他们无法再用利润引诱人们追随他们的误导时，便转而诉诸规劝，含泪乞求人们重建对他们的信任。他们只懂得这种利己主义，而没有长远的眼光，没有眼光的人注定要灭亡。

这些金融掮客已经从我们文明殿堂的高位落荒而逃。现在我们可以终于在殿堂里恢复古朴的真理。至于恢复多少，就要看我们如何践行比金钱利益更高尚的社会价值观。

幸福不在于占有了多少金钱。幸福在于取得成就后的喜悦，在于努力创造时的激情。我们不应在对转瞬即逝的利润的疯狂追逐中忘记努力工作带来的喜悦和道德上的激励。如果当前的困难局面能够让我们明白，我们真正的命运不是去依赖他人的侍奉，而是要去服务于自身和人民，那么我们现在付出的所有代价就都是值得的。

一旦认识到把物质财富当作成功的标准是错误的，我们也就不会再把面子、地位和个人财富当作唯一标准去衡量公职和高级政治地位。银行界和企业界存在这样一种现象，即常常把神圣的委托混同于无情和自私的不道德行为，对此我们必须加以制止。难怪我们的信心正在减弱，因为信心只能建立在诚实、信誉、神圣的职责、忠诚的维护和无私的履行之上。没有这些，信心就无从谈起。

然而，道德观念的改变并不足以使经济复苏。这个国家需要的是行动，现在就要行动起来。

我们的首要任务是恢复就业。如果我们以智慧和勇气面对，这个问题就能得到解决.....

我主张事有轻重缓急，这是一种务实的政策。我将不遗余力地通过国际经济调整来恢复国际贸易，但我认为国内的燃眉之急不能等到这之后再作处理。

这些具体的经济复苏手段的基本指导思想不是狭隘的民族主义。我首先考虑的是，要维护美国各部分之间的团结性——这也是对美国式的、古老而永远具有重要意义的开拓精神的认同。这是复

苏之道，也是我们必须立刻踏上的道路。这是对于持续复苏的强力保证。

在外交领域，我将使美国奉行睦邻友好的政策。做一个坚决尊重自己，并因此也会尊重别国权利的国家。做一个尊重自身义务，尊重与全球各国协约的国家。

如果我对我国人民感情的了解是正确的话，我们现在就应该认识到此前从未认识到的问题，那就是我们彼此之间应该相互依存，不能只有索取而不知给予。如果我们想要前进，就必须像一支训练有素的忠诚军队那样前进，愿意为了共同的原则而做出牺牲。因为如果没有这些原则，就无法取得进步，也不能进行有效的领导。

我知道，我们已经做好准备，愿意为这些原则付出金钱与生活水平的代价，因为这将让以建设更美好社会为目标的领导成为可能。

我提议，让更大的目标把我们所有人团结在一起，履行神圣的义务。迄今为止，只有战乱能让我们如此团结。

有了这样的誓言，我将毫不犹豫地担负起领导伟大人民军队的任务，致力于攻克我们共同的问题。

这样的行动，这样的目标，在我们从先辈那里继承的政体之下是切实可行的。我们的宪法是如此简洁实际，通过对重点条款进行修改就能应对特殊情况，而不用动摇核心内容。这也是为什么我们的宪法体系已被证明是当今世界上最久经考验的政治机制。历经大幅领土扩张、海外战争、内战冲突、国际关系等多重压力，我们的宪法仍然应对自如.....

我已做好准备，根据宪法赋予我的职责，提出在这个多难的世界中，治理一个多难的国家所需要的措施。我将在宪法赋予的职权范围内，尽快落实这些措施，或者国会在其经验与智慧的基础上提出的其他措施。

但是，万一这两个提议都不被国会采纳，万一国家的紧急状况仍然严峻，我也不会逃避那时我将面对的责任。我将要求国会批准

我使用处理危机的最后武器——应对紧急情况的广泛行政权力，一如在我国遭受外敌入侵时将赋予我的权力。

对于大家给予我的信任，我必将回报以时代所需要的勇气与献身精神。我必不会令国家失望。

我们将携着全国上下团结一心所产生的热情和勇气，带着寻找古老而珍贵的道德价值观的明确意识，怀着全国男女老少恪尽职守所带来的问心无愧的满足感去共度时艰。我们的目标是全面的、永久的国泰民安。

我们并不怀疑民主的未来。美国人民并未失败。他们从自身的需要出发，表达了自己的需求。国家应该采取直接而有力的行动。

人民要求统一领导之下的纪律与方向。他们已经选择我作为实现他们愿望的践行者。我接受这份馈赠。

在这个国家大典上，我们谦卑地请求上帝的保佑。愿上帝庇护我们每一个人！愿上帝在未来的日子里给我以指引！

4.约翰·肯尼迪：问问自己能为国家做些什么

John Kennedy: Ask What You Can Do for Your Country

We observe today not a victory of party, but a celebration of freedom — symbolizing an end, as well as a beginning — signifying renewal, as well as change. For I have sworn before you and Almighty God the same solemn oath our forebears prescribed nearly a century and three-quarters ago.

The world is very different now. For man holds in his mortal hands the power to abolish all forms of human poverty and all forms of human life. And yet the same revolutionary beliefs for which our forebears fought are still at issue around the globe — the belief that the rights of man come not from the generosity of the state, but from the hand of God.

We dare not forget today that we are the heirs of that first revolution. Let the word go forth from this time and place, to friend and foe alike, that the torch has been passed to a new generation of Americans — born in this century, tempered by war, disciplined by a hard and bitter peace, proud of our ancient heritage — and unwilling to witness or permit the slow undoing of those human rights to which this nation has always been committed, and to which we are committed today at home and around the world.

Let every nation know, whether it wishes us well or ill, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe, in order to assure the survival and the success of liberty.

This much we pledge and more. To those old allies whose cultural and spiritual origins we share, we pledge the loyalty of faithful friends. United, there is little we cannot do in a host of cooperative ventures. Divided, there is little we can do, for we are not meet a powerful challenge at odds and split asunder.

To those new states whom we welcome to the ranks of the free, we pledge our word that one form of colonial control shall not have passed away merely to be replaced by a far more iron tyranny. We shall not always expect to find them supporting our view. But we shall always hope to find them strongly supporting their own freedom and to remember that, in the past, those who foolishly sought power by riding the back of tiger ended up inside.

To those people in the huts and villages across the globe struggling to break the bounds of mass misery, we pledge our best efforts to help them help themselves, for whatever period is required, not because the Communists may be doing it, not because we seek their votes, but because it is right. If a free society cannot help the many who are poor, it cannot save the few who are rich.

To our sister republics south of our border, we offer a special pledge: to convert our good words into good deeds, in a new alliance for progress, to assist free men and free governments in casting off the chains of poverty. But this peaceful revolution of hope cannot become the prey of hostile powers. Let all our neighbors know that we shall join with them to oppose aggression or subversion anywhere in the Americas. And let every other power know that this Hemisphere intends to remain the master of its own house.

To that world assembly of sovereign states, the United Nations, our last best hope in an age where the instruments of war have far outpaced the instruments of peace. We renew our pledge of support to prevent it

from becoming merely a forum for invective, to strengthen its shield of the new and the weak, and to enlarge the area in which its writ may run.

Finally, to those nations who would make themselves our adversary, we offer not a pledge but a request: that both sides begin anew the quest for peace, before the dark powers of destruction unleashed by science engulf all humanity in planned or accidental self-destruction.

We dare not tempt them with weakness. For only when our arms are sufficient beyond doubt can we be certain beyond doubt that they will never be employed.

But neither can two great and powerful groups of nations take comfort from our present course — both sides overburdened by the cost of modern weapons, both rightly alarmed by the steady spread of the deadly atom, yet both racing to alter that uncertain balance of terror that stays the hand of mankind's final war.

So let us begin anew — remembering on both sides that civility is not a sign of weakness, and sincerity is always subject to proof. Let us never negotiate out of fear. But let us never fear to negotiate.

Let both sides explore what problems unite us instead of belaboring those problems which divide us.

Let both sides, for the first time, formulate serious and precise proposals for the inspection and control of arms — and bring the absolute power to destroy other nations under the absolute control of all nations.

Let both sides seek to invoke the wonders of science instead of its terrors. Together let us explore the stars, conquer the deserts, eradicate disease, tap the ocean depths and encourage the arts and commerce.

Let both sides unite to heed in all corners of the earth the command of Isaiah — to "undo the heavy burdens, and let the oppressed go free."

And if a beachhead of cooperation may push back the jungle of suspicion, let both sides join in creating a new endeavor, not a new balance of power, but a new world of law, where the strong are just and the weak secure and the peace preserved.

All this will not be finished in the first one hundred days. Nor will it be finished in the first one thousand days, nor in the life of this Administration, nor even perhaps in our lifetime on this planet. But let us begin.

In your hands, my fellow citizens, more than in mine, will rest the final success or failure of our course. Since this country was founded, each generation of Americans has been summoned to give testimony to its national loyalty. The graves of young Americans who answered the call to service surround the globe.

Now the trumpet summons us again — not as a call to bear arms, though arms we need; not as a call to battle, though embattled we are — but a call to bear the burden of a long twilight struggle, year in and year out, "rejoicing in hope, patient in tribulation" — a struggle against the common enemies of man: tyranny, poverty, disease and war itself.

Can we forge against these enemies a grand and global alliance, North and South, East and West, that can assure a more fruitful life for all mankind? Will you join in that historic effort?

In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger. I do not shrink from this responsibility — I welcome it. I do not believe that any of us would exchange places with any other people or any other generation. The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it — and the glow from that fire can truly light the world.

And so, my fellow Americans: ask not what your country can do for you — ask what you can do for your country.

My fellow citizens of the world: ask not what America will do for you, but what together we can do for the freedom of man.

Finally, whether you are citizens of America or citizens of the world, ask of us here the same high standards of strength and sacrifice which we ask of you. With a good conscience our only sure reward, with history the final judge of our deeds, let us go forth to lead the land we love, asking His blessing and His help, but knowing that here on earth God's work must truly be our own.

今天，我们见证的不是一个党派的胜利，而是一次自由的庆典。它既象征着结束，也代表着开始；既标志着复兴，也意味着变革。今天，我在大家面前，在全能的上帝的见证下郑重宣誓，立下与我们的先辈在近175年前提出的同样的誓言。

当今世界已经发生了巨大变化。人类在已经在自己的手中真实地掌握了可以消除一切贫困和毁灭一切生命的力量。然而，我们的前辈为之奋斗的革命信念——人类的权利并非国家所施舍的，而是上天所赋予的——仍然在世界各地引起广泛的争论。

我们今天不敢忘记，我们是第一次革命的继承者。让我们把在此时此地的话语传达出去，传达给我们的朋友与敌人：这支火炬已经传递给了新一代的美国人——出生于这个世纪，经受过战争的锻炼，历尽艰辛取得了和平，为我们古老的传统感到自豪——他们也不愿目睹或是容许我国一直以来所致力于保护、也是我们今天在国内外致力于保护的人权逐渐遭到毁灭。

我们要让所有国家知晓，无论它们对我们的期盼是好是坏，我们将不惜一切代价，肩负一切重担，克服一切困难，支持一切伙伴，反抗一切敌人，从而确保自由得到延续和胜利。

我们发誓做到这些，而且不止于此。对于那些与我们拥有相同文化和精神传统的长期盟友，我们保证献上挚友的忠诚。只要团

结，我们在共同的事业上就无所不能。倘若分裂，我们则将一事无成，因为在强有力的挑战面前，容不得我们内讧争执，四分五裂。

对于那些加入自由行列中的新国家，我们深表欢迎。我们保证，不能让一种殖民统治让位于另一种更为严酷的暴政。我们不能总是期望他们支持我们的观点，但我们应该永远期待他们能坚决维护自身的自由。同时我们要谨记，过去那些愚蠢地与虎谋皮、企图获得权力的人，最后总是葬身虎口。

对于那些居住在遍布半个地球的破屋陋室之中、为了摆脱苦难的枷锁而奋斗的人们，我们保证要尽最大的努力去帮助他们展开自救，不管需要多长时间。这不是因为共产主义者也会这样做，我们不是要争取他们的选票。我们这样做是因为这是正道。如果一个自由的社会不去帮助穷困的大多数，那也必然无法保全富有的少数人。

对于我们国境以南的姊妹邻邦，我们还要做出一项特别的保证，保证把我们的良言化为善行。在争取进步的新联盟中，协助这些自由的人民和政府摆脱贫穷的枷锁。但这一为实现愿望而进行的和平革命不应该变成敌对势力的掠夺目标。我们要让所有邻国明白，我们要和他们一起抵抗对美洲任何地区的侵略或颠覆行动。我们也要让所有其他势力明白，这个半球的事情要这边的国家自己做主。

联合国，这个由世界各主权国家组成的大会，在这个战争武器的发展速度压倒和平工具的年代，是我们仅存的、最美好的希望。我们再次保证，要对联合国予以支持，不能让它沦为一个争吵谩骂的场所，要让它加强对新加入者和弱者的保护，并扩大其权力覆盖的领域。

最后，对那些把自己当成我们对手的国家，我们不会做出承诺，而是要提出一个要求：让我们双方为了和平重新开始，不要等到科学释放出的黑暗力量以有计划的，或是偶然的自我毁灭的方式吞噬全人类。

我们不敢以示弱的方式引诱敌人。只有当我们的武器强大到毋庸置疑的程度时，我们才能确保自己不会去动用武力。

但这两个强大的国家集团，谁也不能对当前的进程感到放心：双方都因为生产和囤积现代化武器而不堪重负，都因致命的原子力量的不断发展而胆战心惊。但是，双方又都争先恐后地展开竞赛，试图去动摇那并不稳定的恐怖均衡。而正是这种均衡状态阻止着人类走向最后的战争。

正因如此，让我们重新开始。让我们双方都记住，谦恭并非懦弱，诚意永远有待检验。我们永远不要因为恐惧而谈判，但也永远不要对谈判产生恐惧。

让我们双方去发现能让我们团结的问题，而不是抓住那些分裂我们的问题喋喋不休。

让我们双方能够第一次就检查武器、控制武器的问题提出严肃而清晰的建议，并把这种毁灭别国的绝对力量置于全体国家的绝对管控之下。

让我们双方都去利用科学制造奇迹，而不是制造恐惧。让我们一起探索群星，征服沙漠，消灭疾病，开发海洋，发展艺术与贸易。

让我们双方联合起来，在世界各个角落遵循以赛亚的嘱托，“卸下沉重的负担，让被压迫者得自由。”

如果合作能够驱散猜疑，就让我们双方共同做出新的努力吧。让我们放弃寻求新的力量均衡，转而建立一个受法则约束的新世界。在这个世界里，强者秉持公正，弱者安全无忧，和平得到维护。

以上这些，不会在短短一百天内完成，不会在一千天内完成，不会在这届政府的任期内完成，甚至不会在我们有生之年内完成。但让我们开始吧。

我的同胞们，我们事业的成败不仅取决于我，而是更多地取决于你们。自从美国建国之日起，每一代美国人都曾受到召唤，去证明其对国家的忠诚。响应召唤、为国捐躯的年轻美国人，他们的坟墓遍布全球各地。

现在，召唤的号角再度响起了。这次，并非召唤我们拿起武器，尽管我们需要武器；并非召唤我们参与战斗，尽管我们严阵以待。这次，是召唤我们肩负起长期斗争的重担，年复一年，“在希望中欢庆，在苦难中忍耐”，与人类的公敌——暴政、贫穷、疾病与战争，进行斗争。

面对这些敌人，我们能否结成一个全球性的伟大联盟，不分东西南北，确保人类过上更加富足的生活？你会为这历史性的努力贡献一分力量吗？

在漫长的世界历史上，只有不多的几代人有机会扮演在极度危急的时刻保卫自由的角色。我不会在这份责任面前退缩——我将欣然接受这份责任。我不相信我们中的任何人愿意和别人或其他时代的人易地而处。我们在这场努力中付出的能量、信念与忠诚将照亮这个国家和为之奋斗的所有人，这把火还将照亮整个世界。

因此，我的同胞们，不要问你的国家能为你做些什么。要问问自己，你能为你的国家做些什么？

世界各国的公民们，不要问美国能为你做些什么。要问问自己，我们大家联合起来，能为人类的自由做些什么？

最后，无论你是不是美国公民，都可以用有关力量和牺牲的高标准来要求我们，正如我们用同样的标准要求你一样。我们唯一可靠的奖赏是问心无愧，历史将对我们的行为给出最后的评判。让我们迈步向前，引导我们深爱的国土。我们祈求上帝的庇佑与帮助，但我们知道，在这个世界上，上帝的工作也必定是我们自己肩负的责任。

5. 罗纳德·里根：真正的英雄

Ronald Reagan: The Real Heroes

Ladies and Gentlemen, I'd planned to speak to you tonight to report on the State of the Union, but the events of earlier today have led me to change those plans. Today is a day for mourning and remembering. Nancy and I are pained to the core by the tragedy of the shuttle Challenger. We know we share this pain with all of the people of our country. This is truly a national loss.

Nineteen years ago, almost to the day, we lost three astronauts in a terrible accident on the ground. But we've never lost an astronaut in flight. We've never had a tragedy like this. And perhaps we've forgotten the courage it took for the crew of the shuttle. But they, the Challenger Seven, were aware of the dangers, but overcame them and did their jobs brilliantly. We mourn seven heroes: Michael Smith, Dick Scobee, Judith Resnik, Ronald McNair, Ellison Onizuka, Gregory Jarvis, and Christa McAuliffe. We mourn their loss as a nation together.

For the families of the seven, we cannot bear, as you do, the full impact of this tragedy. But we feel the loss, and we're thinking about you so very much. Your loved ones were daring and brave, and they had that special grace, that special spirit that says, "Give me a challenge, and I'll meet it with joy." They had a hunger to explore the universe and discover its truths. They wished to serve, and they did. They served all of us.

We've grown used to wonders in this century. It's hard to dazzle us. But for twenty-five years the United States space program has been doing just that. We've grown used to the idea of space, and, perhaps we

forget that we've only just begun. We're still pioneers. They, the members of the Challenger crew, were pioneers.

And I want to say something to the schoolchildren of America who were watching the live coverage of the shuttle's take-off. I know it's hard to understand, but sometimes painful things like this happen. It's all part of the process of exploration and discovery. It's all part of taking a chance and expanding man's horizons. The future doesn't belong to the fainthearted; it belongs to the brave. The Challenger crew was pulling us into the future, and we'll continue to follow them.

I've always had great faith in and respect for our space program. And what happened today does nothing to diminish it. We don't hide our space program. We don't keep secrets and cover things up. We do it all up front and in public. That's the way freedom is, and we wouldn't change it for a minute.

We'll continue our quest in space. There will be more shuttle flights and more shuttle crews and, yes, more volunteers, more civilians, more teachers in space. Nothing ends here; our hopes and our journeys continue.

I want to add that I wish I could talk to every man and woman who works for NASA, or who worked on this mission and tell them: "Your dedication and professionalism have moved and impressed us for decades. And we know of your anguish. We share it."

There's a coincidence today. On this day three hundred and ninety years ago, the great explorer Sir Francis Drake died aboard ship off the coast of Panama. In his lifetime the great frontiers were the oceans, and a historian later said, "He lived by the sea, died on it, and was buried in it." Well, today, we can say of the Challenger crew: Their dedication was, like Drake's, complete.

The crew of the space shuttle Challenger honored us by the manner in which they lived their lives. We will never forget them, nor the last time we saw them, this morning, as they prepared for their journey and waved goodbye and "slipped the surly bonds of earth" to "touch the face of God".

Thank you.

女士们，先生们，我本打算在今晚发布国情咨文，但今天早些时候发生的事情让我决定改变这一计划。今天是一个值得哀悼与纪念的日子。“挑战者”号的悲剧让南希和我痛彻心扉。我们深知，举国上下人同此心，深感悲痛。这确实是国家的损失。

19年前，几乎是与今天相同的一天，我们在一次可怕的地面事故中失去了三名字航员。此前，从未发生过宇航员在飞行中遇难的故事，也从未发生过今天这样的悲剧。也许，我们已经忘却了航天飞机机组成员要具备多大的勇气。但是他们，“挑战者”号上的7位宇航员，始终清楚他们面临的危险，却依然克服了重重危难，出色地完成了任务。我们在此对这7位英雄表示哀悼：迈克尔·史密斯，迪克·斯科比，朱迪丝·雷斯尼克，罗纳德·麦克奈尔，埃里森·奥尼佐卡，格里高利·贾维斯，克里斯塔·麦考利夫。全国人民在此共同为他们默哀。

对于这7名字航员的家人，我们像你们一样，无法承受这场灾难带来的打击，但我们对此感同身受，并深深地挂念着你们。你们的亲人英勇无畏，并具备一种特殊的魅力，一种特殊的精神：“给我一个挑战吧，我将充满喜悦地去迎接它。”他们如饥似渴地探索宇宙，找寻它的真相。他们立志服务人类，而且也确实做到了。他们为我们所有人造福了。

在这个世纪，奇迹已经屡见不鲜，我们很难再对什么感到惊奇。但25年来，美国太空项目一再令我们大开眼界。我们对于太空也已经习以为常，或许忘了我们才刚刚开始。我们还是开拓者。他们，“挑战者”号的机组成员，都是开拓者。

此时，我想对那些观看了航天飞机发射直播的美国中小学生们说几句话。我知道这让人难以接受，但有时这种悲剧确实会发生。这是探索发现进程中的一部分，这是冒着风险、拓展人类视野进程的一部分。未来不属于懦夫，未来属于勇士。“挑战者”号机组成员的工作推动我们走向未来，而我们必将继承他们的遗志。

对于我们的太空项目，我一直怀有必胜的信念和崇高的敬意。今天发生的事不会让我们对这个项目的信心产生动摇。我们不会遮遮掩掩，不会保守秘密、掩盖问题。我们要堂堂正正地公开进行工作。这是自由世界的做法，我们不会改变一丝一毫。

我们将继续太空探索。我们将派出更多的航天飞机、更多的机组成员，同时也有更多的志愿者、平民、教师进入太空。一切都不会因此而停止，我们的希望与征途不会就此停步。

此外，我还想说，我希望能与在美国航空航天局工作的每一个人，以及致力于这一任务的所有人员进行谈话。我想对他们说：“数十年来，你们的献身精神与职业素养一直令我们非常敬佩。我们理解你们此刻的悲痛，我们对此感同身受。”

今天还是个巧合的日子。390年前的今天，伟大的探险家弗朗西斯·德雷克爵士在巴拿马附近海面上的船上去世。在他的时代，海洋是人类最大的疆界。后来有位历史学家评价道：“他生于海边，死于海上，葬于海底。”那么在今天，我们可以说，就像德雷克一样，“挑战者”号机组成员也同样毫无保留地献身于伟大的事业。

“挑战者”号航天飞机全体机组成员用生命的历程为人类带来了荣耀。我们将永远怀念他们，永远怀念我们最后一次见到他们的时刻：今天早晨，他们整装待发，挥手作别，“挣脱地球的枷锁”，去“触碰上帝的容颜”。

谢谢。

6. 巴拉克·奥巴马：无畏的希望

Barack Obama: The Audacity of Hope

On behalf of the great state of Illinois, crossroads of a nation, land of Lincoln, let me express my deep gratitude for the privilege of addressing this convention. Tonight is a particular honor for me because, let's face it, my presence on this stage is pretty unlikely. My father was a foreign student, born and raised in a small village in Kenya. He grew up herding goats, went to school in a tin-roof shack. His father, my grandfather, was a cook, a domestic servant.

But my grandfather had larger dreams for his son. Through hard work and perseverance, my father got a scholarship to study in a magical place: America, which stood as a beacon of freedom and opportunity to so many who had come before. While studying here, my father met my mother. She was born in a town on the other side of the world, in Kansas. Her father worked on oil rigs and farms through most of the Depression. The day after Pearl Harbor he signed up for duty, joined Patton's army and marched across Europe. Back home, my grandmother raised their baby and went to work on a bomber assembly line. After the war, they studied on the GI Bill, bought a house through FHA, and moved west in search of opportunity.

And they, too, had big dreams for their daughter, a common dream, born of two continents. My parents shared not only an improbable love; they shared an abiding faith in the possibilities of this nation. They would give me an African name, Barack, or "blessed", believing that in a tolerant America your name is no barrier to success. They imagined me going to the best schools in the land, even though they weren't rich, because in a generous America you don't have to be rich to achieve your

potential. They are both passed away now. Yet, I know that, on this night, they look down on me with pride.

I stand here today, grateful for the diversity of my heritage, aware that my parents' dreams live on in my precious daughters. I stand here knowing that my story is part of the larger American story, that I owe a debt to all of those who came before me, and that, in no other country on earth, is my story even possible. Tonight, we gather to affirm the greatness of our nation, not because of the height of our skyscrapers, or the power of our military, or the size of our economy. Our pride is based on a very simple premise, summed up in a declaration made over two hundred years ago, "We hold these truths to be self-evident, that all men are created equal. That they are endowed by their Creator with certain inalienable rights. Those among these are life, liberty and the pursuit of happiness."

That is the true genius of America, a faith in the simple dreams of its people, the insistence on small miracles. That we can tuck in our children at night and know they are fed and clothed and safe from harm. That we can say what we think, write what we think, without hearing a sudden knock on the door. That we can have an idea and start our own business without paying a bribe or hiring somebody's son. That we can participate in the political process without fear of retribution, and that our votes will be counted — or at least, most of the time.

This year, in this election, we are called to reaffirm our values and commitments, to hold them against a hard reality and see how we are measuring up, to the legacy of our forbearers, and the promise of future generations. And fellow Americans — Democrats, Republicans, Independents — I say to you tonight: we have more work to do. More to do for the workers I met in Galesburg, Illinois, who are losing their union jobs at the Maytag plant that's moving to Mexico, and now are having to compete with their own children for jobs that pay seven bucks

an hour. More to do for the father I met who was losing his job and choking back tears, wondering how he would pay \$4,500 a month for the drugs his son needs without the health benefits he counted on. More to do for the young woman in East St. Louis, and thousands more like her, who has the grades, has the drive, has the will, but doesn't have the money to go to college.

Don't get me wrong. The people I meet in small towns and big cities, in diners and office parks, they don't expect government to solve all their problems. They know they have to work hard to get ahead and they want to. Go into the collar counties around Chicago, and people will tell you they don't want their tax money wasted by a welfare agency or the Pentagon. Go into any inner city neighborhood, and folks will tell you that government alone cannot teach kids to learn. They know that parents have to parent, that children cannot achieve unless we raise their expectations and turn off the television sets and eradicate the slander that says a black youth with a book is acting white. No, people don't expect government to solve all their problems. But they sense, deep in their bones, that with just a change in priorities, we can make sure that every child in America has a decent shot at life, and that the doors of opportunity remain open to all. They know we can do better. And they want that choice.

In this election, we offer that choice. Our party has chosen a man to lead us who embodies the best this country has to offer. That man is John Kerry. John Kerry understands the ideals of community, faith, and sacrifice, because they've defined his life. From his heroic service in Vietnam to his years as prosecutor and lieutenant governor, through two decades in the United States Senate, he has devoted himself to this country. Again and again, we've seen him make tough choices when easier ones were available. His values and his record affirm what is best in us.

John Kerry believes in an America where hard work is rewarded. So instead of offering tax breaks to companies shipping jobs overseas, he'll offer them to companies creating jobs here at home. John Kerry believes in an America where all Americans can afford the same health coverage our politicians in Washington have for themselves. John Kerry believes in energy independence, so we aren't held hostage to the profits of oil companies or the sabotage of foreign oil fields. John Kerry believes in the constitutional freedoms that have made our country the envy of the world, and he will never sacrifice our basic liberties nor use faith as a wedge to divide us. And John Kerry believes that in a dangerous world, war must be an option, but it should never be the first option.

A while back, I met a young man named Shamus at the VFW Hall in East Moline, Illinois. He was a goodlooking kid, six-two or six-three, clear-eyed, with an easy smile. He told me he'd joined the Marines and was heading to Iraq the following week. As I listened to him explain why he'd enlisted, his absolute faith in our country and its leaders, his devotion to duty and service, I thought this young man was all any of us might hope for in a child. But then I asked myself: Are we serving Shamus as well as he was serving us? I thought of more than 900 service men and women, sons and daughters, husbands and wives, friends and neighbors, who will not be returning to their hometowns. I thought of families I had met who were struggling to get by without a loved one's full income, or whose loved ones had returned with a limb missing or with nerves shattered, but who still lacked long-term health benefits because they were reservists. When we send our young men and women into harm's way, we have a solemn obligation not to fudge the numbers or shade the truth about why they're going, to care for their families while they're gone, to tend to the soldiers upon their return, and to never ever go to war without enough troops to win the war, secure the peace, and earn the respect of the world.

Now let me be clear. We have real enemies in the world. These enemies must be found. They must be pursued and they must be defeated. John Kerry knows this. And just as Lieutenant Kerry did not hesitate to risk his life to protect the men who served with him in Vietnam, President Kerry will not hesitate one moment to use our military might to keep America safe and secure. John Kerry believes in America. And he knows it's not enough for just some of us to prosper. For alongside our famous individualism, there's another ingredient in the American saga. A belief that we are connected as one people. If there's a child on the south side of Chicago who cannot read, that matters to me, even if it's not my child. If there's a senior citizen somewhere who cannot pay for her prescription and has to choose between medicine and the rent that makes my life poorer, even if it's not my grandmother. If there's an Arab American family being rounded up without benefit of an attorney or due process, that threatens my civil liberties. It's that fundamental belief — I am my brother's keeper, I am my sister's keeper — that makes this country work. It's what allows us to pursue our individual dreams, yet still come together as a single American family. “E pluribus unum.” Out of many, one.

Yet even as we speak, there are those who are preparing to divide us, the spin masters and negative ad peddlers who embrace the politics of anything goes. Well, I say to them tonight, there's not a liberal America and a conservative America — there's the United States of America. There's not a black America and white America and Latino America and Asian America; there's the United States of America. The pundits like to slice-and-dice our country into Red States and Blue States; Red States for Republicans, Blue States for Democrats. But I've got news for them, too. We worship an awesome God in the Blue States, and we don't like federal agents poking around our libraries in the Red States. We coach Little League in the Blue States and have gay friends in the Red States. There are patriots who opposed the war in Iraq and

patriots who supported it. We are one people, all of us pledging allegiance to the stars and stripes, all of us defending the United States of America.

In the end, that's what this election is about. Do we participate in a politics of cynicism or a politics of hope? John Kerry calls on us to hope. John Edwards calls on us to hope. I'm not talking about blind optimism here — the almost willful ignorance that thinks unemployment will go away if we just don't talk about it, or the health care crisis will solve itself if we just ignore it. No, I'm talking about something more substantial. It's the hope of slaves sitting around a fire singing freedom songs; the hope of immigrants setting out for distant shores; the hope of a young naval lieutenant bravely patrolling the Mekong Delta; the hope of a millworker's son who dares to defy the odds; the hope of a skinny kid with a funny name who believes that America has a place for him, too. The audacity of hope!

In the end, that is God's greatest gift to us, the bedrock of this nation; the belief in things not seen; the belief that there are better days ahead.

I believe we can give our middle class relief and provide working families with a road to opportunity.

I believe we can provide jobs to the jobless, homes to the homeless, and reclaim young people in cities across America from violence and despair.

I believe that as we stand on the crossroads of history, we can make the right choices, and meet the challenges that face us. America!

Tonight, if you feel the same energy I do, the same urgency I do, the same passion I do, the same hopefulness I do — if we do what we must do, then I have no doubt that all across the country, from Florida to Oregon, from Washington to Maine, the people will rise up in

November, and John Kerry will be sworn in as president, and John Edwards will be sworn in as vice president, and this country will reclaim its promise, and out of this long political darkness a brighter day will come. Thank you and God bless you.

伟大的伊利诺伊州既是全国的交通枢纽，也是林肯总统开始政治生涯的地方。请允许我为能在这个大会上代表伊利诺伊州发表演讲而表达深切的感激之情。今晚对我来说格外光荣，因为说实话，我能登上这个演讲台是一件不可思议的事。我的父亲是一名外国留学生，在肯尼亚的一个小村庄里出生并长大。他小时候还放过羊，在一间铁皮屋顶的小棚屋里上学。他的父亲，我的祖父，是个厨师，还做过家佣。

但我的祖父对儿子有着很高的期望。我的父亲通过刻苦的努力和不懈的坚持，拿到了奖学金，得到了赴美留学的机会。美国是一个神奇的国度，对很多踏上这片土地的人来说，它象征着自由与机遇的灯塔。在留学期间，我的父亲遇见了我的母亲。我的母亲出生在地球的另一边——堪萨斯。我的外祖父在大萧条期间的大部分时间里在油井和农田间工作。珍珠港事件的第二天，他就应征入伍，在巴顿将军麾下远赴欧洲战场。在家中，我的外祖母一边照顾着婴儿，一边在轰炸机组装线上工作。战后，他们依据军人安置法案接受了教育并通过联邦住宅管理局购置了住房，后来又搬到西部去谋求更好的发展。

和我的祖父一样，他们对女儿也抱以厚望。两家人来自两个不同的大洲，却怀着相同的梦想。我的父母不仅有着一份不寻常的爱情，还对这个国家的无穷可能有着一份共同的不灭信念。他们给我起了个非洲名字——“巴拉克”，意思是“受保佑的”。他们相信，在如此包容的美国，一个人的名字不会成为成功的阻碍。尽管他们并不富有，但仍然希望我能进入全国最好的学校。因为在这个慷慨的国度，不论贫富，人人都有发挥潜力的机会。我的父母现在都已过世，但我知道，他们的在天之灵今晚都在看着我，并充满自豪。

今天，我站在这里，对我自己血统的多样性心存感激。我明白，我父母的梦想在我亲爱的女儿们身上得到了延续。我站在这里，心知我的故事只是千千万万美国故事中的一个，我对所有在我之前踏上这片土地的先人心怀感激。在这个地球上，没有其他国家能像美国这样让我的梦想成真。今晚，我们相聚在此，见证祖国的伟大。这种伟大并不在于我们建造了多高的摩天大楼，拥有多强的军事实力，或是多大的经济规模。我们感到骄傲的原因很简单，可以用200多年前的一份宣言总结：“我们坚信以下真理不言而喻，人人生而平等，造物主赐予他们以下不可剥夺的权利——生命、自由和对幸福的追求。”

这就是美国的精髓所在，是对其人民淳朴梦想的坚信，是对那些小小奇迹的不懈坚持。在美国，我们在晚上为孩子们盖好被子的时候，不必担心他们挨饿受冻，或者受到伤害。我们可以畅所欲言，直抒胸臆，而不必担心祸从口出。我们有了想法就可以去创业，而不必以行贿或雇用某人的儿子作为条件。我们可以参与政治进程，不用担心会遭到报复，而且我们的选票至关重要——至少大多数情况下是这样。

在今年的这次选举中，我们需要重申我们的价值观与责任心，并凭着这两点去面对艰难的现实，看看自己能否配得上祖辈的遗产，能否担得起子孙的期待。我的美国同胞们，无论你是民主党、共和党还是独立派人士，今晚我要对你说：我们还有很多工作要做——为了我在伊利诺伊州盖尔斯堡市见到的工人们，因为美泰克公司的工厂要迁到墨西哥，他们失去了原本的工作，只能为了每小时7美元的工作与自己的子女展开竞争；为了我曾遇到过的一位父亲，他眼含热泪告诉我他要失业了，不知道怎样才能在没有医保的情况下，拿出每月4 500美元的药费来给儿子治病；为了那个在圣路易斯市东部的年轻女孩，以及成千上万像她那样的年轻人，他们成绩优秀，勤奋好学，却因为贫困而无法上大学。

不要误解我的意思。我在大城小镇，在餐馆和停车场遇到的民众，并不指望政府能解决他们所有的问题。他们明白，自己也要努

力奋斗，而这也是他们真实的想法和愿望。去芝加哥周边的各县看看，那里的民众会告诉你，他们不想让社会保障机构或五角大楼随意挥霍他们的税金。随便到一个街区，那里的人们会告诉你，单靠政府是无法教会孩子们该怎样学习的。他们明白，父母要尽职尽责。我们要让孩子立下志向，关上电视机，告诉他们，所谓“黑人孩子念书就是在装白人”这种说法是恶意的谣言。只有这样，孩子们才能有所作为。人民并不指望政府解决他们所有的困难。但他们深深地感觉到，只要政府调整一下施政方针，就能确保全美国的每一个孩子都能得到改变生活的机会，让机遇的大门向所有人敞开。他们知道，我们能做得更好。他们想要这样的选择。

在这次选举中，我们就要为他们提供这样的选择。我们的党选出了一位领导人，他是我们国家最杰出的人才，他就是约翰·克里。约翰·克里深知团结、信念与牺牲的意义，因为正是这些铸就了他的生命。从他在越战中的服役经历到他身为检察官和副州长的岁月，再到长达20年的参议员生涯，他为这个国家尽心竭力。我们看到他一次又一次地做出艰难的选择，而放弃取巧的捷径。他的价值观与阅历都是我们的榜样。

约翰·克里相信，在美国，努力工作必将得到回报。因此，他不会为在海外发展就业的公司提供税金减免，但是会为在国内拉动就业的公司减税。约翰·克里相信，在美国，所有人都应该负担得起与华盛顿的政客们同等的医疗保险。约翰·克里相信能源独立政策，这样一来我们就不会受制于石油公司的利益或担忧外国油田的产量。约翰·克里相信宪法赋予我们的自由，这种自由让美国成为全世界羡慕的对象。他决不会牺牲我们的基本自由，也不会试图以信仰为借口，来分裂这个国家。约翰·克里也相信，在这个危险的世界里，战争在所难免，但绝对不应该是首选。

不久之前，我在伊利诺伊州东莫林市的海外退伍军人俱乐部里遇到了一位名叫沙姆斯的年轻人。他是个外表出众的孩子，身高大约1.9米，目光清澈，笑容爽朗。他告诉我，他加入了海军陆战队，下周就要奔赴伊拉克前线。他在向我解释为什么应征入伍时，

对我倾诉了他对祖国和领导人的绝对信赖，对责任和义务的奉献精神。我想，这个年轻人代表了我们对孩子的全部希望。但随即我扪心自问：我们为沙姆斯做的，能比得上他为我们做的吗？我想到，已经有超过**900**名战士战死沙场。他们也有自己的家人、邻居和朋友，也许已为人父母，而这些人将无法再回到故土。我想到了那些我曾见到过的家庭，因为失去亲人而收入剧减，不得不节衣缩食。还有一些家庭，亲人回来了，却身体残疾或精神受创，而且享受不到长期的医疗补贴，只因为他们是后备军人。当我们把这些年轻人送上战场，我们就有了一份庄重的责任，不能对战争的原因有所编造或隐瞒，必须在他们离开时对其家人加以照料，在他们归来后也对他们伸出援手，并保证决不发起战争，除非拥有足够的兵力能赢得战争，保障和平，并赢得世界的尊敬。

请允许我阐明下述观点：在这个世界上，我们有真正的敌人。我们必须找到这些敌人，追捕他们，打败他们。约翰·克里深知这一点。克里中尉当年在越南毫不犹豫地冒着生命危险保护战友。同样，若他身为总统，也会毫不犹豫地动用军事力量去保障美国的安全。约翰·克里相信美国。他知道，仅有部分人富裕是不够的。因为除了著名的个人主义情结之外，在美国的传奇中还有另外一个要素，那就是荣辱与共的信念。假如在芝加哥南部有一个孩子不能读书，我会为此心怀忐忑，即使他不是我的孩子。假如有一位老人无力支付医药费，不得不从药费和房租之间做出取舍，我也会对此感同身受，即使她不是我的祖母。假如有一个阿拉伯裔的美国家庭未经律师辩护或诉讼程序就遭受不公平的待遇，那同样意味着我自己的公民权利受到威胁。这是一个最基本的信仰——我是我兄弟的守护者，是我姐妹的守护者。这个信仰是美国存在的基石。这个信仰让我们在各自追求独立梦想的同时仍能团结在美国这个大家庭之中。合众为一。

就在此时此刻，有人正在暗中谋划，企图分裂我们。那些搬弄是非、操纵舆论的人，他们信奉不择手段的政治信条。今晚我要对他们说，不存在自由派的美国和保守派的美国，只有一个美利坚合众国。不存在黑人的美国、白人的美国、拉丁人的美国或者亚洲人

的美国，只有一个美利坚合众国。政治评论家们喜欢把美国分成红色州和蓝色州，红色州代表共和党，蓝色州代表民主党，但我对他们也有话要说。在蓝色州，我们同样崇拜全能的上帝。在红色州，我们也不喜欢联邦机构侵犯我们的隐私。我们在蓝色州也有少年棒球队，在红色州也有同性恋友人。有反对伊拉克战争的爱国者，也有支持伊拉克战争的爱国者。我们是一国同胞，所有人都对星条旗宣誓效忠，所有人都立志保卫美利坚合众国。

说到底，这才是这场选举的意义所在。我们所参与的政治应该是愤世嫉俗还是充满希望？约翰·克里呼吁我们要有希望。约翰·爱德华兹呼吁我们要有希望。我并不是要大家盲目乐观。不能故意忽视问题，以为如果我们视而不见，失业问题就会烟消云散，医保危机也会自行解决。我所说的是更为根本的问题。那是奴隶们围坐在火堆旁高唱自由之歌时心怀的希望，是移民扬帆远航时心怀的希望，是一位年轻的海军中尉在湄公河三角洲勇敢地巡逻时心怀的希望，是一个磨坊工人之子反抗命运不公时心怀的希望，是一个瘦小的、有着滑稽名字的男孩，深信美国有他一席之地时心怀的希望。这就是无畏的希望！

最后，我要说的是，这种对未来充满信心、相信好日子就在前方的信念，是上帝赐予我们最好的礼物，也是这个国家的基石。

我相信，我们能为中产阶级减轻负担，为工人家庭创造更多的机会。

我相信，我们能为失业者提供工作，为无家可归者提供住所，让美国城市中习惯了暴力与绝望的年轻人迷途知返。

我相信，就在此刻，站在历史的转折点上的我们可以做出正确的选择，迎接我们面前的挑战。美国万岁！

今晚，如果你与我感受到了同样的力量、同样的紧迫感、同样的激情、同样的希望；如果我们都为所应为，那么我相信，从佛罗里达到俄勒冈，从华盛顿到缅因，全国人民都会在11月行动起来，约翰·克里会成为总统，约翰·爱德华兹会成为副总统，这个国家也

将会重拾希望。政治阴霾即将消散，光明的日子终将到来。谢谢大家，愿上帝保佑你们。

7.史蒂夫·乔布斯：我生命中的三个故事

Steve Jobs: Three Stories from My Life

I am honored to be with you today at your commencement from one of the finest universities in the world. I never graduated from college. Truth be told, this is the closest I've ever gotten to a college graduation. Today I want to tell you three stories from my life. That's it. No big deal. Just three stories.

The first story is about connecting the dots.

I dropped out of Reed College after the first 6 months, but then stayed around as a drop-in for another 18 months or so before I really quit. So why did I drop out?

Started before I was born. My biological mother was a young, unwed college graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out they decided at the last minute that they really wanted a girl. So my parents, who were on a waiting list, got a call in the middle of the night asking: "We have an unexpected baby boy; do you want him?" They said: "Of course." My biological mother later found out that my mother had never graduated from college and that my father had never graduated from high school. She refused to sign the final adoption papers. She only relented a few months later when my parents promised that I would someday go to college.

And 17 years later I did go to college. But I naively chose a college that was almost as expensive as Stanford, and all of my working-class

parents' savings were being spent on my college tuition. After six months, I couldn't see the value in it. I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all of the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK. It was pretty scary at the time, but looking back it was one of the best decisions I ever made. The minute I dropped out I could stop taking the required classes that didn't interest me, and begin dropping in on the ones that looked interesting.

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms, I returned coke bottles for the 5¢ deposits to buy food with, and I would walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. I loved it. And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on. Let me give you one example:

Reed College at that time offered perhaps the best calligraphy instruction in the country. Throughout the campus every poster, every label on every drawer, was beautifully hand calligraphed. Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this. I learned about serif and sans serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography great. It was beautiful, historical, artistically subtle in a way that science cannot capture, and I found it fascinating.

None of this had even a hope of any practical application in my life. But ten years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts. And since Windows

just copied the Mac, its likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course it was impossible to connect the dots looking forward when I was in college. But it was very, very clear looking backwards ten years later.

Again, you cannot connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something — your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.

My second story is about love and loss.

I was lucky — I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was 20. We worked hard, and in 10 years Apple had grown from just the two of us in a garage into a \$2 billion company with over 4,000 employees. We had just released our finest creation — the Macintosh — a year earlier, and I had just turned 30. And then I got fired. How can you get fired from a company you started? Well, as Apple grew we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to diverge and eventually we had a falling out. When we did, our Board of Directors sided with him. So at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs down — that I had dropped the baton as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly. I was a very public failure, and I even thought about running away from the valley. But something slowly began to dawn on me — I still loved what I did.

The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance. And Laurene and I have a wonderful family together.

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful tasting medicine, but I guess the patient needed it. Sometimes life hits you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking until you find it. Don't settle.

My third story is about death.

When I was 17, I read a quote that went something like: "If you live each day as if it was your last, someday you'll most certainly be

right." It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row, I know I need to change something.

Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything — all external expectations, all pride, all fear of embarrassment or failure — these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.

About a year ago I was diagnosed with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor on my pancreas. I didn't even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor's code for prepare to die. It means to try to tell your kids everything you thought you'd have the next 10 years to tell them in just a few months. It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

I lived with that diagnosis all day. Later that evening I had a biopsy, where they stuck an endoscope down my throat, through my stomach and into my intestines, put a needle into my pancreas and got a few cells from the tumor. I was sedated, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery and I'm fine now.

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept:

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It is Life's change agent. It clears out the old to make way for the new. Right now the new is you, but someday not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true.

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of other's opinions drown out your own inner voice. And the most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

When I was young, there was an amazing publication called The Whole Earth Catalog, which was one of the bibles of my generation. It was created by a fellow named Stewart Brand not far from here in Menlo Park, and he brought it to life with his poetic touch. This was in the late 1960's, before personal computers and desktop publishing, so it was all made with typewriters, scissors, and polaroid cameras. It was sort of like Google in paperback form, 35 years before Google came along: it was idealistic, and overflowing with neat tools and great notions.

Stewart and his team put out several issues of The Whole Earth Catalog, and then when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early morning country road, the kind you

might find yourself hitchhiking on if you were so adventurous. Beneath it were the words: "Stay Hungry. Stay Foolish." It was their farewell message as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you.

Stay Hungry. Stay Foolish.

Thank you all very much.

今天我很荣幸能与大家共聚一堂，参加全世界最好的大学之一——斯坦福大学的毕业典礼。我自己没能从大学毕业。说实话，今天是我这辈子最接近大学毕业典礼的时刻。今天，我想向你们讲述我生命中的三个故事。就这么简单，没什么大道理，三个故事而已。

第一个故事讲的是串起生命的点滴小事。

进入里德学院6个月后，我就退学了。但在那之后的一年半里，我还常常旁听课程，随后我才真正离开学校。我为什么要退学呢？

这要从我出生前讲起。我的生母在怀孕时是个年轻的未婚大学生，她决定把我送给别人抚养。她希望我被上过大学的人收养，因此提前做好了一切安排，最终选定了一名律师和他的妻子。但当我要降生时，他们才发现自己真正想要的是个女孩，因此在最后一分钟改变了主意。于是，我的养父母（他们还在等候名单上）在午夜接到了这样一个电话：“我们这儿有个意外出生的男婴，你们想要吗？”他们答道：“当然要。”我的生母后来才知道，我的养母没能从大学毕业，我的养父甚至没能从高中毕业，她拒绝签署最终的领养协议。几个月后，我的养父母保证一定会送我上大学，她才最终改变了心意。

17年后，我确实上了大学。但我天真地选择了一个学费堪比斯坦福的学校，我那工薪阶层的父母把积蓄都花在了我的学费上。6个月过去了，我仍然看不到其中的价值所在。我对自己要干什么毫

无头绪，也不知道怎么通过学校来认清未来的方向。与此同时，我还在浪费着父母一辈子的积蓄。于是，我决定退学，相信一切都会好起来。这在当时看来挺吓人的，但现在回头看看，却是我做过的最正确的决定之一。一退学，我就不再去上那些不感兴趣的必修课，开始旁听那些看上去有趣的课程。

这样的生活并不总是那么浪漫。我没有了宿舍，只能睡在朋友房间的地板上。我到处捡可乐瓶，攒起退瓶的5分钱去买吃的。在每个星期天的晚上，我都要走上7英里，到城市另一边的Hare Krishna神庙去享受一周最好的一餐。但是我喜欢这样。我在跟随好奇心和直觉的路上遇到的很多东西，在后来都成了无价之宝。让我举一个例子吧。

当时，里德学院的美术字课程也许是全国最棒的。遍布校园的每一张海报，每个抽屉的标签上都是漂亮的手写艺术字体。因为我当时已经退学，不用去上普通课程，所以我决定去旁听书写课，学习设计书写艺术字。我了解了衬线字体和无衬线字体，学会了在不同字母组合间调整留白，发现了伟大字体的精华所在。这些字体如此美丽，充满了历史，从艺术上来说具有一种科学无法捕捉的微妙感。我为之深深着迷。

当时，这些对我的生活来说，毫无实际用途。但10年之后，当我们设计第一台苹果电脑时，这一切都回到了我的脑海里。我们把这些字体设计都加入到了电脑中。这让苹果电脑成为世界上第一台具有漂亮字体的电脑。如果我从未旁听过那门课程，苹果电脑就不会自带多种字体和比例合适的字体间距了。而由于微软的Windows系统只会照搬苹果的设计，很可能所有的个人电脑都不会有这样的字体了。如果我从未退学，我也就不可能去旁听这门美术字课程，个人电脑也就不会有如今这些美妙的字体了。当然，我在上学的时候不可能预见到有一天我会串联起这些点滴，但10年后回头看，真的就豁然开朗了。

再说一遍，你无法在向前展望的时候将这些点滴串联起来。你只能在回顾的时候发现它们之间的联系。所以你必须相信，这些点

滴在未来必将通过某种方式串在一起。你必须得相信点什么，无论是你的直觉、命运、生命，或是因果报应，随便什么都好。这种方法从未让我失望过，我生命中所有不平凡的事都要归功于它。

第二个故事，关于爱与失去。

我很幸运，在年轻的时候就发现了自己钟爱的事业。在我20岁那年，沃兹（注：苹果联合创始人沃兹尼亚克）和我就在我父母的车库里创建了苹果公司。我们拼命工作，10年后苹果公司就从车库里的两个人发展到了一个价值20亿美元、拥有超过4 000名雇员的大企业。在第9年，我们推出了最好的作品——苹果电脑，当时我才30岁。后来我被解雇了。我是怎么被自己创立的公司解雇的呢？随着苹果公司不断发展，我们雇用了一个在我看来非常有天分的人来共同管理公司。第一年一切都很顺利，但随后我们对于未来的看法开始产生分歧，最终我们大吵了一架。结果公司董事会选择站在他那一边。于是，在30岁那年，我出局了。整件事情在当时被炒得沸沸扬扬。我一下子失去了生活的重心，这件事对我造成了极大的打击。

在那之后的几个月里，我一直不知所措。我觉得自己让上一辈的企业家失望了。他们把权杖交给了我，我却没有接住。我去见了戴维·帕卡德（惠普公司创始人）和鲍勃·诺伊斯（英特尔公司创始人），想向他们道歉，承认自己搞砸了。当时我是个众人皆知的失败者，甚至一度想要逃离硅谷。但慢慢地我明白了一件事——我还对自己的事业怀有热爱，苹果公司发生的事没能让这份爱减损一分一毫。我确实被解雇了，但我的爱并未消失。于是，我决定从头再来。

当时我并不知道，被苹果公司解雇会成为我人生中最好的事。成功的重重压力被再次白手起家的轻松所代替，一切又有了可能。那让我重获自由，进入了人生中最具创造力的时期。

在那之后的5年，我创立了NeXT公司和皮克斯动画工作室，并与一位了不起的女性坠入爱河——后来，她成了我的妻子。皮克斯动画工作室拍摄了世界首部电脑制作的动画片——《玩具总动

员》，如今已是全球最成功的动画公司。经历了一系列运作，苹果公司收购了NeXT，我又回到了苹果。我们在NeXT研发的技术成为苹果复兴的关键。劳伦斯和我也组建了幸福的家庭。

我很确定，如果我没被苹果解雇，上面这些事就不会发生。良药苦口利于病，有些时候生活会给你当头一棒，不要在这种时候灰心。我确信，让我不断前行的唯一动力就是对于事业的热爱。你们一定要找到自己所爱的东西，不管是事业还是爱情。工作会占据你生命中很大一部分时间。要想真正感到满足，就一定要去做自己心目中伟大的事业。而要想完成伟大的事业，就一定要热爱这份事业。如果你还没找到自己爱做的事，那就继续去找吧，不要停下来。当你找到的时候，你必定会有所感应。和好的感情一样，这种对事业的热爱也会随着年月而增长。所以请一直寻找，直到找到所爱的事业，不要随遇而安。

第三个故事，关于死亡。

在我17岁那年，我读到了这样一段话：“如果你把每天都当成最后一天来过，那总有一天你会发现你是正确的。”这句话令我印象深刻。从那时到现在的这33年中，我每天早上都要问镜子里的自己：“如果今天是我生命中的最后一天，我还会去做原本打算做的事吗？”如果连续很多天我的答案都是“不会”，我就知道必须做出改变了。

时时记得人生苦短，这一点常常能帮我做出人生中的重大抉择。因为几乎一切东西，无论是外界的期望、自尊、对于丢脸或失败的恐惧，所有这些在死亡面前都无关紧要，最后剩下的才是真正重要的。记住自己终将死去，就不会走进“害怕失去”的思维误区。生不带来，死不带去，所以我们没有理由不遵从自己的内心。

一年前，我被诊断出患有癌症。那天早上7点半，我去做了扫描检查，结果清楚地显示我的胰腺上有一个肿瘤。我当时连胰腺是什么都不知道。医生告诉我，这种癌症几乎是无法治愈的，估计我还能活3~6个月。医生建议我回家做好安排。医生说这话，意思就是让我准备后事了。这意味着要在几个月里把你原本打算在今后10

年中对孩子说的话一股脑儿地告诉他们；这意味着要把一切安排得井井有条，尽量减轻家人的痛苦；这意味着要做最后的告别了。

我脑子里想着那个诊断，过了一天的时间。当天晚上我又做了一次活体检查，医生从我口中放入内窥镜，通过胃进入肠道，伸出一根针插入我的胰腺，从肿瘤上取出了一些细胞。我被麻醉了，但我的妻子在场，她后来告诉我，医生在显微镜下观察癌细胞后发出了惊叫，因为他们发现我得的是一种非常罕见的胰腺癌，可以通过手术治愈。于是我做了手术，现在已经康复了。

那是我与死亡相距最近的一次经历，我希望在未来的几十年再也不要再有这种经历了。在此之前，死亡对我来说虽然很有意义，但只是一个概念。而在这段经历之后，我就可以更肯定地对你们说下面的话了。

没人愿意死去。就算那些想上天堂的人也不想为此而死。然而，死亡是我们所有人共同的归宿，没人能逃脱这个命运。本来也应该如此，因为死亡很可能是生命中最好的东西，是改变的催化剂。它清除老旧的东西，为新生让路。现在，你们就是新生，但在不久的将来，你们也会变得老旧，会被清除。很抱歉我说得夸张，但事实确实如此。

你们的时间有限，所以不要把它浪费在重复其他人的生活上。别受教条的约束，那只是在按照他人的思想生活。别让他人意见的嘈杂淹没你内心的声音。最重要的是，要有勇气跟随自己的内心与直觉。你其实知道自己真正想成为什么样的人，而其余的一切都是次要的。

在我年轻的时候，有一份叫作《全球概览》的伟大杂志，可以说是我们那一代人的《圣经》。作者叫斯图尔特·布兰德，发行地就在离这里不远的门洛帕克市。他以充满诗性的方式创办了这份刊物。当时是20世纪60年代后期，个人电脑和桌面出版系统还没有出现，所以这份刊物完全是由打字机、剪刀和拍立得相机完成的。它就像是纸质的谷歌，在谷歌诞生35年前就问世了。这是一本理想主义的刊物，充满了简洁的思想和深刻的见解。

斯图尔特和他的团队定期出版《全球概览》，到最后，他们推出了一期最终特刊。那是在20世纪70年代中期，我正在你们的年纪。在最终特刊的封底上，是一幅清晨乡间小路的照片。如果你喜欢冒险，可能会在类似的小路上搭便车。在照片下面有这样几个字：“求知若饥，虚心若愚”。这就是他们的临别赠言。我希望自己也能做到这一点。现在，在诸位从学校毕业、开始新的人生之际，我也把这几个字送给你们。

求知若饥，虚心若愚。

谢谢大家。

8.杰夫·贝佐斯：选择决定人生

Jeff Bezos: We are What We Choose

As a kid, I spent my summers with my grandparents on their ranch in Texas. I helped fix windmills, vaccinate cattle, and do other chores. We also watched soap operas every afternoon, especially “Days of our Lives.” My grandparents belonged to a Caravan Club, a group of Airstream trailer owners who travel together around the U.S. and Canada. And every few summers, we’d join the caravan. We’d hitch up the Airstream trailer to my grandfather’s car, and off we’d go, in a line with 300 other Airstream adventurers.

I loved and worshipped my grandparents and I really looked forward to these trips. On one particular trip, I was about 10 years old. I was rolling around in the big bench seat in the back of the car. My grandfather was driving. And my grandmother had the passenger seat. She smoked throughout these trips, and I hated the smell.

At that age, I’d take any excuse to make estimates and do minor arithmetic. I’d calculate our gas mileage, figure out useless statistics on things like grocery spending. I’d been hearing an ad campaign about smoking. I cannot remember the details, but basically the ad said, every puff of a cigarette takes some number of minutes off of your life: I think it might have been two minutes per puff. At any rate, I decided to do the math for my grandmother. I estimated the number of cigarettes per days, estimated the number of puffs per cigarette and so on. When I was satisfied that I’d come up with a reasonable number, I poked my head into the front of the car, tapped my grandmother on the shoulder, and proudly proclaimed, “At two minutes per puff, you’ve taken nine years off your life!”

I have a vivid memory of what happened, and it was not what I expected. I expected to be applauded for my cleverness and arithmetic skills. "Jeff, you're so smart. You had to have made some tricky estimates, figure out the number of minutes in a year and do some division." That's not what happened. Instead, my grandmother burst into tears. I sat in the backseat and did not know what to do. While my grandmother sat crying, my grandfather, who had been driving in silence, pulled over onto the shoulder of the highway. He got out of the car and came around and opened my door and waited for me to follow. Was I in trouble? My grandfather was a highly intelligent, quiet man. He had never said a harsh word to me, and maybe this was to be the first time? Or maybe he would ask that I get back in the car and apologize to my grandmother. I had no experience in this realm with my grandparents and no way to gauge what the consequences might be. We stopped beside the trailer. My grandfather looked at me, and after a bit of silence, he gently and calmly said, "Jeff, one day you'll understand that it's harder to be kind than clever."

But what I want to talk to you about today is the difference between gifts and choices. Cleverness is a gift, kindness is a choice. Gifts are easy — they're given after all. Choices can be hard. You can seduce yourself with your gifts if you're not careful, and if you do, it'll probably be to the detriment of your choices.

This is a group with many gifts. I'm sure one of your gifts is the gift of a smart and capable brain. I'm confident that's the case because admission is competitive and if there weren't some signs that you're clever, the dean of admission wouldn't have let you in.

Your smarts will come in handy because you will travel in a land of marvels. We humans, plodding as we are, will astonish ourselves. We'll invent ways to generate clean energy and a lot of it. Atom by atom, we'll assemble tiny machines that will enter cell walls and make repairs.

This month comes the extraordinary but also inevitable news that we've synthesized life. In the coming years, we'll not only synthesize it, but we'll engineer it to specifications. I believe you'll even see us understand the human brain. Jules Verne, Mark Twain, Galileo, Newton — all the curious from the ages would have wanted to be alive most of all right now. As a civilization, we will have so many gifts, just as you as individuals have so many individual gifts as you sit before me.

How will you use these gifts? And will you take pride in your gifts or pride in your choices?

I got the idea to start Amazon 16 years ago. I came across the fact that Web usage was growing at 2,300 percent per year. I'd never seen or heard of anything that grew that fast, and the idea of building an online bookstore with millions of titles — something that simply couldn't exist in the physical world — was very exciting to me. I had just turned 30 years old, and I'd been married for a year. I told my wife MacKenzie that I wanted to quit my job and go do this crazy thing that probably wouldn't work since most startups don't, and I wasn't sure what would happen after that. MacKenzie (also a Princeton grad and sitting here in the second row) told me I should go for it. As a young boy, I'd been a garage inventor. I'd invented an automatic gate closer out of cementfilled tires, a solar cooker that didn't work very well out of an umbrella and tinfoil, baking-pan alarms to entrap my siblings. I'd always wanted to be an inventor, and she wanted me to follow my passion.

I was working at a financial firm in New York City with a bunch of very smart people, and I had a brilliant boss that I much admired. I went to my boss and told him I wanted to start a company selling books on the Internet. He took me on a long walk in Central Park, listened carefully to me, and finally said, "That sounds like a really good idea,

but it would be an even better idea for someone who didn't already have a good job."

That logic made some sense to me, and he convinced me to think about it for 48 hours before making a final decision. Seen in that light, it really was a difficult choice, but ultimately, I decided I had to give it a shot. I didn't think I'd regret trying and failing. And I suspected I would always be haunted by a decision to not try at all. After much consideration, I took the less safe path to follow my passion, and I'm proud of that choice.

Tomorrow, in a very real sense, your life — the life you author from scratch on your own — begins.

How will you use your gifts? What choices will you make?

Will inertia be your guide, or will you follow your passions?

Will you follow dogma, or will you be original?

Will you choose a life of ease, or a life of service and adventure?

Will you wilt under criticism, or will you follow your convictions?

Will you bluff it out when you're wrong, or will you apologize?

Will you guard your heart against rejection, or will you act when you fall in love?

Will you play it safe, or will you be a little bit swashbuckling?

When it's tough, will you give up, or will you be relentless?

Will you be a cynic, or will you be a builder?

Will you be clever at the expense of others, or will you be kind?

I will hazard a prediction. When you are 80 years old, and in a quiet moment of reflection narrating for only yourself the most personal

version of your life story, the telling that will be most compact and meaningful will be the series of choices you have made.

In the end, we are our choices.

Build yourself a great story. Thank you and good luck!

在我小时候，我总和爷爷奶奶在得克萨斯州的农场上度过夏天。我帮他们修理风车，给牲畜接种疫苗，还做其他杂务。每天下午，我们还会看肥皂剧，特别是《我们的日子》。我的爷爷奶奶是一个房车俱乐部的成员，这个俱乐部的人会开着清风房车周游美国和加拿大。每隔几年的夏天，我们就会加入旅行的队伍。我们会把房车挂在爷爷的车后面，然后加入由300位车主组成的大军，浩浩荡荡地出发。

我很爱我的爷爷奶奶，也很崇拜他们，每次都非常期待跟他们一起旅行。在我10岁那年，我们又踏上了旅途。我在车后的长座椅上滚来滚去，爷爷在开车，奶奶坐在副驾驶位上。奶奶一路上都在不停地抽烟，我很讨厌那股烟味。

那个时候，我一有机会就去做算术题。我会去计算汽车每英里消耗多少汽油，还会在日常杂货开销上算一些没什么用的数据。当时，我总是听到一个有关吸烟的广告，具体细节记不清了，但那个广告大意讲的是每抽一口烟就会让人的生命缩短几分钟。我记得一口烟大概是两分钟吧。我决定为我奶奶算一算这笔账。我估算了她每天吸烟的数量，每支烟要抽几口等。最后，我算出了一个合理的数字，于是钻到驾驶室，拍拍奶奶的肩膀，然后得意地对她说：“每抽一口烟就减寿两分钟，你已经少活9年啦！”

我对接下来发生的事记忆犹新，那和我预料的完全不同。我本以为自己能因为头脑聪明，擅长算术而得到表扬——“杰夫，你真聪明，你肯定经过了一番复杂的计算，得算出每年有多少分钟，然后再做除法吧。”但没人这么夸奖我。相反，奶奶却哭了。我坐在后座上，不知所措。爷爷一直在安静地开车，奶奶开始哭的时候，他就把车停在了路肩上。他下了车，来到我这边，打开车门，让我

随他到车外去。我闯祸了吗？我的爷爷是一个非常聪明而寡言的男人。他从未对我说过一句重话。也许这会是他第一次骂我？或者他会让我回到车里，向奶奶道歉。我在与爷爷奶奶相处的过程中从未经历过这样的事，也就没法知道后果。我们在房车旁边站住，爷爷看着我，沉默了一会儿，然后温和而平静地说道：“杰夫，有一天你会明白，做个善良的人比做个聪明的人更难。”

今天我想和你们聊的是天赋与选择之间的区别。聪明是一种天赋，善良是一种选择。天赋很简单，那是与生俱来的；而选择则可能会很困难。如果你不加小心，就容易被天赋所诱惑而误入歧途，并可能因此危害你的选择。

在座的各位都天资出众，我敢肯定你们的天赋之一就是拥有聪明的头脑。我之所以这么说，是因为入学竞争很激烈，如果你们没有表现出自己的聪明，招生负责人也不会准许你们来这里上学。

你们的聪明才智将会大有用武之地，因为你们将会踏上一片神奇的土地。尽管我们人类一直在艰难前行，但也常有惊人之举。我们会发明生产清洁能源的方法并大加推广。我们会用一个个原子构建微小的机器，使之进入细胞壁，修复缺陷。就在这个月，传来了非同凡响而又在意料之中的消息：我们已经可以合成生命了。在接下来的几年里，我们不但能合成生命，还能够设计生命的具体细节。我相信，你们甚至可以看到我们彻底了解人类大脑的那一天。儒勒·凡尔纳、马克·吐温、伽利略、牛顿，这些历史上最富求知欲的人一定想活在当今这个世界上。作为一个文明的整体，我们有这么多的天赋，正如此刻坐在我前面的你们作为个体拥有这么多的独特天赋一样。

你们要如何运用这些天赋呢？你们会为自己的天赋而骄傲，还是为自己的选择而骄傲呢？

16年前，我产生了创立亚马逊网站的想法。当时我发现互联网流量以每年2 300%的速度猛增。这种发展速度可以说是见所未见，闻所未闻。创办一家网上书店，出售数以百万计的图书，这种想法在现实中根本不可能实现，对我来说非常有吸引力。当时我才

过30岁，结婚刚满一年。我对我的妻子麦肯齐说，我想辞职去实现这个疯狂的创意，也许会像大部分创业者那样失败，如果失败了，我也不知道会发生什么。麦肯齐（她也是普林斯顿大学的毕业生，现在就坐在第二排）告诉我，我应该放手去做。我从小就喜欢在车库里搞发明。我用注满水泥的轮胎制造过一个自动关门器，用雨伞和锡箔制造过一个不怎么好用的太阳能锅，还用烤盘改装成警报器来吓唬我的兄弟们。我一直想成为一个发明家，我的妻子支持我追随内心的激情。

当时，我在纽约的一家金融公司工作，同事都非常聪明。我的老板更是才华横溢，我非常尊敬他。我跑去找我的老板，对他说我想创办一家公司，在网上卖书。他带我在中央公园走了很久，认真地听了我的想法，最后说道：“这听上去真是个好主意。但如果你不是已经有了这么好的工作的话，那就更好了。”

我能理解他的逻辑，他劝我在做出最终决定之前再考虑两天。从那个角度看，这真是个困难的选择。但最终我还是决定要放手一搏。我认为自己不会因为尝试过但失败了而后悔。但如果我决定不去尝试，我将永远不会死心。在权衡利弊后，我选择了那条不安稳的路，去追随自己的激情。现在，我为这个选择深感骄傲。

明天，我说的是真正意义上的明天，你们的生活——你们自食其力、白手起家的生活，就要开始了。

你们将如何运用自己的天赋？你们会做出什么样的选择？

你们是会受惰性驱使，还是会追随心中的激情？

你们是会受制于条条框框，还是会发挥创造力？

你们是会选择安逸的生活，还是会奉献和冒险？

你们是会在批评声中退却，还是会坚守自己的信念？

你们是会在犯错后强词夺理，还是会诚心致歉？

你们是会担心被拒绝而封闭心灵，还是会勇敢追求真爱？

你们是会小心行事，还是会冒险拼搏？

你们是会在困境中放弃，还是会不屈不挠？

你们是会成为愤世嫉俗的人，还是会成为建设者？

你们是会以别人为代价显示自己的聪明，还是会做个善良的人？

我想做个大胆的预言。等你们到了80岁，静下心来反思自己这一辈子，在你们用最坦白的方式回顾自己一生的故事时，那些最充实、最有意义的片段会是你们做出的一系列选择。

最终，是选择决定了我们的人生。

为自己书写一个精彩的故事吧。谢谢大家，祝你们好运！

9. 马丁·路德·金：我有一个梦想

Martin Luther King: I Have a Dream

I am happy to join with you today in what will go down in history as the greatest demonstration for freedom in the history of our nation.

Five score years ago, a great American, in whose symbolic shadow we stand today, signed the *Emancipation Proclamation*. This momentous decree came as a great beacon light of hope to millions of Negro slaves who had been seared in the flames of withering injustice. It came as a joyous daybreak to end the long night of their captivity.

But one hundred years later, the Negro still is not free.

One hundred years later, the life of the Negro is still sadly crippled by the manacles of segregation and the chains of discrimination.

One hundred years later, the Negro lives on a lonely island of poverty in the midst of a vast ocean of material prosperity.

One hundred years later, the Negro is still languished in the corners of American society and finds himself an exile in his own land.

And so we've come here today to dramatize a shameful condition.

In a sense we've come to our nation's capital to cash a check. When the architects of our republic wrote the magnificent words of the Constitution and *The Declaration of Independence*, they were signing a promissory note to which every American was to fall heir. This note was a promise that all men, yes, black men as well as white men, would be guaranteed the "unalienable Rights" of "Life, Liberty and the pursuit of Happiness". It is obvious today that America has defaulted on this promissory note, insofar as her citizens of color are concerned. Instead

of honoring this sacred obligation, America has given the Negro people a bad check, a check which has come back marked "insufficient funds".

But we refuse to believe that the bank of justice is bankrupt. We refuse to believe that there are insufficient funds in the great vaults of opportunity of this nation. And so, we've come to cash the check, a check that will give us upon demand the riches of freedom and the security of justice.

We have also come to this hallowed spot to remind America of the fierce urgency of now. This is no time to engage in the luxury of cooling off or to take the tranquillizing drug of gradualism. Now is the time to make real the promise of democracy. Now is the time to rise from the dark and desolate valley of segregation to the sunlit path of racial justice. Now is the time to lift our nation from the quicksands of racial injustice to the solid rock of brotherhood. Now is the time to make justice a reality for all of God's children.

It would be fatal for the nation to overlook the urgency of the moment. This sweltering summer of the Negro's legitimate discontent will not pass until there is an invigorating autumn of freedom and equality. Nineteen sixty-three is not an end, but a beginning.

And those who hope that the Negro needed to blow off steam and will now be content will have a rude awakening if the nation returns to business as usual. And there will be neither rest nor tranquility in America until the Negro is granted his citizenship rights. The whirlwinds of revolt will continue to shake the foundations of our nation until the bright day of justice emerges.

But there is something that I must say to my people, who stand on the warm threshold which leads into the palace of justice: In the process of gaining our rightful place, we must not be guilty of wrongful deeds. let us not seek to satisfy our thirst for freedom by drinking from the cup of bitterness and hatred. We must forever conduct our struggle on the

high plane of dignity and discipline. We must not allow our creative protest to degenerate into physical violence. Again and again. We must rise to the majestic heights of meeting physical force with soul force.

The marvelous new militancy which has engulfed the Negro community must not lead us to a distrust of all white people, for many of our white brothers, as evidenced by their presence here today, have come to realize that their destiny is tied up with our destiny. And they have come to realize that their freedom is inextricably bound to our freedom.

We cannot walk alone. As we walk, we must make the pledge that we shall always march ahead. We cannot turn back.

There are those who are asking the devotees of civil rights, "When will you be satisfied?" We can never be satisfied as long as the Negro is the victim of the unspeakable horrors of police brutality. We can never be satisfied as long as our bodies, heavy with the fatigue of travel, cannot gain lodging in the motels of the highways and the hotels of the cities. We cannot be satisfied as long as a Negro in Mississippi cannot vote and a Negro in New York believes he has nothing for which to vote. No, no, we are not satisfied, and we will not be satisfied until "justice rolls down like waters, and righteousness like a mighty stream.

I am not unmindful that some of you have come here out of great trials and tribulations. Some of you have come fresh from narrow jail cells. Some of you have come from areas where your quest for freedom left you battered by the storms of persecution and staggered by the winds of police brutality. You have been the veterans of creative suffering. Continue to work with the faith that unearned suffering is redemptive.

Go back to Mississippi, go back to Alabama, go back to South Carolina, go back to Georgia, go back to Louisiana, go back to the

slums and ghettos of our northern cities, knowing that somehow this situation can and will be changed.

Let us not wallow in the valley of despair.

I say to you today, my friends, so even though we face the difficulties of today and tomorrow, I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live up to the true meaning of its creed: “We hold these truths to be self-evident; that all men are created equal.”

I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave-owners will be able to sit down together at the table of brotherhood.

I have a dream that one day even the state of Mississippi, a state sweltering with the heat of injustice, sweltering with the heat of oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.

I have a dream today.

I have a dream that one day down in Alabama, with its governor having his lips dripping with the words of “interposition” and “nullification”, one day right there in Alabama little black boys and black girls will be able to join hands with little white boys and white girls as sisters and brothers.

I have a dream today.

I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low, the rough places will be made plain,

and the crooked places will be made straight, and the glory of the Lord shall be revealed, and all flesh shall see it together.

This is our hope. This is the faith that I go back to the South with. With this faith, we will be able to hew out of the mountain of despair a stone of hope. With this faith, we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood. With this faith, we will be able to work together, to pray together, to struggle together, to go to jail together, to stand up for freedom together, knowing that we will be free one day.

This will be the day when all of God's children will be able to sing with new meaning.

My country, 'tis of thee,
Sweet land of liberty,
Of thee I sing:
Land where my fathers died,
Land of the pilgrims' pride,
From every mountainside,
Let freedom ring.

And if America is to be a great nation this must become true. So let freedom ring from the prodigious hilltops of New Hampshire.

Let freedom ring from the mighty mountains of New York!

Let freedom ring from the heightening Alleghenies of Pennsylvania!

Let freedom ring from the snowcapped Rockies of Colorado!

Let freedom ring from the curvaceous slopes of California!

But not only that; let freedom ring from Stone Mountain of Georgia!

Let freedom ring from Lookout Mountain of Tennessee!

Let freedom ring from every hill and molehill of Mississippi!

From every mountainside, let freedom ring!

When we let freedom ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up that day when all of God's children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able to join hands and sing in the words of the old Negro spiritual, "Free at last! Free at last! Thank God almighty, we are free at last!"

今天，我很高兴能与大家齐聚于此。今天必将因我们国家历史上最伟大的自由集会而被载入史册。

100年前，一位伟大的美国人签署了《解放黑人奴隶宣言》，我们至今仍深受这位伟人的影响。对于千百万在不义之火中饱受煎熬的黑人奴隶来说，这份宣言犹如一座希望的灯塔。它意味着他们遭受奴役的漫漫长夜已经过去，迎来了充满欢乐的黎明。

然而，100年过去了，黑人仍未拥有自由。

100年过去了，黑人的生活仍然受制于种族分离制度的镣铐与歧视的枷锁。

100年过去了，在物质繁荣的海洋中，黑人仍生活在贫穷的孤岛之上。

100年过去了，黑人仍在美国社会的角落里苟且偷生，在自己的家园中流离失所。

因此，我们今天要在这里为改善这种令人羞愧的状况大声疾呼。

在某种意义上，我们来到祖国的首都，是要兑现一份诺言。当我们这个国家的缔造者在写下宪法和《独立宣言》的庄严文字时，他们是在对后世的所有美国人许下诺言。这份诺言保证，所有人，是的，包括黑人和白人，都能享有不可剥夺的生存权、自由权和追求幸福的权利。然而今天，对有色人种而言，美国违背了自己的诺言。美国没有遵守这份神圣的诺言，反而给黑人开出了一张空头支票，上面印着几个大字：“资金不足”。

但我们拒绝相信，正义的银行已经破产。我们拒绝相信，这个国家的机遇宝库里真的会资金不足。因此，我们要来兑现这张支票，要得到宝贵的自由与正义的保障。

我们来到这块神圣的土地，也是为了提醒美国当前的紧迫形势。现在不是奢谈冷静或是使用渐进主义镇静剂的时候。现在必须要让民主的诺言变成现实；现在必须要从种族隔离制度的幽深荒谷中奋起，步入种族平等的阳关大道；现在必须要把我们的祖国从种族不平等的流沙中挽救出来，置于兄弟情谊的磐石之上；现在必须要让上帝所有子民之间的平等成为现实。

如果美国还要继续忽视当前的紧迫局势，后果将是致命的。这个充满黑人怒火的闷热夏季不会过去，除非我们迎来自由与平等的爽朗秋天。1963年不会是终点，它只会是一个开始。

对于那些希望黑人只是想发发脾气，发泄之后就会心满意足的人，如果这个国家仍不做出改变，他们的幻梦必将被狠狠叫醒。黑人得不到应有的公民权利，美国就不会再有平静与安宁。反抗的旋风将继续动摇国家的根基，直到平等的曙光来临。

但我也必须要对我的人民，对这些站在平等宫殿入口翘首以盼的人们强调：在争取我们合法地位的过程中，我们一定不能采取错误的行动。我们不能从怨怼与仇恨的杯中饮酒，去满足自己对自由的渴求。我们必须永远站在尊严的高地上，纪律严明地进行斗争。我们一定不能让自己创造性的抗议活动演变成肢体暴力。我们必须要不间断地上升到用精神力量对抗肢体力量的崇高境界。

黑人社会中已经洋溢着非凡的斗争精神，但这不应该导致我们对所有白人的不信任。因为我们很多的白人兄弟都已经认识到，他们的命运与我们的命运休戚与共，他们的自由与我们的自由紧密相连。今天他们也参与了我们的集会，这便是最好的证明。

我们不能单独行动。在行动时，我们必须保证自己一直勇往直前，不能退缩。

有人向民权运动者们发问：“你们何时才能满足？”只要黑人仍然遭受警察难以形容的暴行的毒害，我们就绝不会满足；只要我们长途跋涉的疲惫身躯不能在高速公路旁的汽车旅店和城市中的旅馆中找到寄宿之所，我们就绝不会满足；只要密西西比州的黑人仍然没有投票权，纽约州的黑人认为投票也无济于事，我们就绝不会满足。不，不，我们远远没有满足，我们将来也不会满足，直到公平如水，正义如潮，滚滚而来。

我深知，在场的人有的是历经了重重艰险才来到这里，有的刚刚走出狭窄的牢房，而有的人因为追求自由，在家乡遭遇了疯狂的迫害和警察的暴行。你们都是人为痛苦的长期受害者。坚持斗争吧，要相信，无辜受难者必将得到拯救。

回到密西西比去吧，回到亚拉巴马去吧，回到南卡罗来纳去吧，回到佐治亚去吧，回到路易斯安那去吧，回到北部城镇的穷街陋巷中去吧。要知道，现在的状况能够而且必将会改变。

我们不要陷入绝望的深谷之中。

我的朋友们，今天我在这里对大家说，即使我们现在和将来还要面对重重困境，我仍然怀有一个梦想。这个梦想深深植根于美国梦之中。

我有一个梦想，有朝一日，这个国家能站立起来，实现其信条的真正意义：“我们认为真理是不言而喻的——人人生来平等。”

我有一个梦想，有朝一日，在佐治亚州的红山上，昔日奴隶的后代和昔日奴隶主的后代能共坐一处，亲如手足。

我有一个梦想，有朝一日，即使是密西西比州，这个道义无存、压迫遍地的灼热地狱，也能变成自由与正义的绿洲。

我有一个梦想，有朝一日，我的4个孩子能生活在一个不以肤色黑白，而以品行优劣作为评判标准的国度之中。

今天，我有一个梦想。

我有一个梦想，有朝一日，在亚拉巴马州——这个州的州长现在仍然提出抗议，并拒绝执行联邦法令——有朝一日就在亚拉巴马州，黑皮肤的儿童能够与白皮肤的儿童携手同行，亲如兄弟姐妹。

今天，我有一个梦想。

我有一个梦想，有朝一日，深谷将被弥合，高山将被夷平，坎坷之处将变为平原坦途，崎岖之路将变为笔直大道。上帝之光将普照世间，人人都沐浴在圣光之下。

这是我们的希望。我怀着这份信念返回南方。有了这份信念，我们就能从绝望之山中开采出希望之石；有了这份信念，我们就能将充斥着这个国家的刺耳吵闹声谱成一曲赞颂骨肉情谊的壮丽乐章；有了这份信念，我们就能一同工作，一同祈祷，一同斗争，一同坐牢，一同为自由挺身而出，心中坚信我们终将获得自由。

到那一天，上帝所有的子民都将以新的含义高唱这首歌：

我的祖国，

可爱的自由之邦，

我为你高歌：

这里是父辈长眠的地方，

这里是朝圣者的骄傲，

让自由之声，

响彻每一座山岗。

如果美国想要成为一个伟大的国家，这个梦想就一定要实现。
因此，让自由之声响彻新罕布什尔州的巍峨山峰吧！

让自由之声响彻纽约州的崇山峻岭吧！

让自由之声响彻宾夕法尼亚州的阿勒格尼山吧！

让自由之声响彻科罗拉多州白雪皑皑的落基山脉吧！

让自由之声响彻加利福尼亚州蜿蜒的群山吧！

不，不仅如此！让自由之声响彻佐治亚州的石山吧！

让自由之声响彻田纳西州的瞭望山吧！

让自由之声响彻密西西比州的每一座山峰与丘陵吧！

让自由之声响彻每一座山岗！

当我们让自由之声响起，当我们让它响彻每一个大小村庄，响彻每一个州、每一座城市，我们就能让那一天快点到来。那一天，上帝所有的子民，无论黑人还是白人，犹太人还是非犹太人，新教徒还是天主教徒，都能够手挽着手，共同唱起那首古老的黑人歌谣：“终于自由了！终于自由了！感谢万能的上帝，我们终于自由了！”

10. 德魯·福斯特：把握众所期盼的未来

Drew Faust: To Seize an Impatient Future

Just one month ago, nearly 300 men and women, from the Class of 1961 to the Class of 2017, from across the country and around the world, descended on Harvard, took to the Charles, and rowed.

They rowed to honor the late and legendary Harry Parker, Harvard crew coach for more than half a century. They rowed because each of them knew vividly and personally what Harry Parker meant when he said, “I think of myself first as a teacher.”

But they came for another reason, too. They came because Harvard draws you back. Harvard is a place, an experience, you never really get over. It’s as if our university years are larger, magnified, out of proportion to any other time in life, a time when we can let our minds range and roam, when we can find our passions and follow them, test ourselves and stretch ourselves.

What you learned on the river, in the Houses, in the classrooms in Sever or Andover or Langdell, in the carrels of Widener or Gutman, in the laboratories on Oxford Street or off Longwood Avenue, on the stage here in Sanders or at the Loeb — these experiences made you different people. We know how education has transformed each of us, and we know it can change the world. That is why our lives, and our sense of ourselves, continue to flow through Harvard, and Harvard through us.

I see the power of that connection when alumni gather by the hundreds to greet me in Seoul, London, Rio, or Mumbai.

I see it on the faces of newly arriving students full of equal parts elation, anxiety, and wonder.

And I see it in the work of our faculty, inspired to know why, to know how, to know more. To challenge, debunk, question, and redefine in ways that have propelled discovery and shaped human history in five different centuries.

Harvard has left an indelible mark. It has given this country eight presidents — from its second to its 44th — and has educated and shaped leaders in countries around the world. It has nurtured novelists and scientific pioneers, jurists and composers, architects and actors, business leaders and spiritual leaders, physicians and public servants, scholars and teachers in fields too numerous to mention. All around us we see examples of how Harvard helps build our society and better our world — supporting students to find fullest expression for their talents, supporting research that may enable new treatments for diabetes or new ways to create sustainable cities or new understandings of the meaning of justice. It is up to us to make sure that we continue to build, to lead, to advance in a world almost unimaginably different from the one our founders inhabited nearly four centuries ago.

It is that task — that imperative to make Harvard even better — that brings us together this weekend. It seems to me fitting that we will gather tonight in the Stadium, taking the field in search of a somewhat different sort of win from the one the Crimson seized there from Yale just 10 months ago — a victory, I wish to note, that we have claimed each November for the past six years.

For us, for this campaign, the real triumph will lie in our ability to rival the efforts and the commitment of those who have bequeathed this extraordinary institution to us, and to strengthen it for those who will follow.

A campaign calls on us to ask what we stand for. What institutional commitments will we make to define who we are and who we will be decades and centuries from now? This afternoon I want to share with

you my ambitions — ambitions for how Harvard will be enhanced and enabled by this campaign, for how our work together will make it different and launch it into “the age that is waiting before.”

Despite those gentle words from “Fair Harvard,” that age does not wait patiently and passively before us. It challenges us to meet the demands of change — change of sometimes dizzying variety and scope, change that comes at us with increasing speed and unpredictability. It confronts us with the opportunity and the necessity to seize the future in ways that will fulfill this remarkable University’s enduring promise to our students and the world. Seizing that impatient future is the goal of this campaign.

The future we face together is one in which knowledge will be the most important currency. Harvard must be at the forefront of creating knowledge, of integrating knowledge across fields, and of deploying knowledge in service to the world.

We find ourselves in the midst of an explosion of scientific possibility. Genomics, imaging, nanotechnology, big data, computation, and other powerful new tools enable us to understand more, and to do more with that understanding, than ever before in human history. Paradoxically, in this very moment of possibility, we also confront fundamental challenges and cutbacks to the resources that make this work possible. We need to sustain and extend the work of discovery. And we must do so in the areas of basic research that will yield building blocks for the future, as well as in fields with more immediate potential to contribute to human health and social and environmental welfare.

The future we face together will also change the very shape of knowledge. Faculty and students are asking questions that require them not just to dive deep but to reach across, questions whose complexity demands the forging of new connections and the crossing of traditional boundaries. An issue like digital privacy calls upon law and policy, even

philosophy, as well as technology. The challenges in bioengineering — using a 3-D printer to fabricate a kidney — unite the life and physical sciences, but draw importantly on design fields as well. The effort to understand and alleviate ethnic and sectarian conflict requires not just insights from political science and policy, but from fields such as history, anthropology, literature, psychology, and religion. Harvard must nurture such confluences to create an intellectual landscape where increasingly important cross-disciplinary and cross-School work can flourish. The universe of ideas is changing. We must support our faculty as they take the lead in reconfiguring the map of knowledge.

The impatient future we face together summons us to reimagine how we teach and learn. Harvard can and should lead a revolution in pedagogy. Advances in our understanding of the mind and of human behavior open new windows on how we learn. Advances in technology open new possibilities for how we teach. Insight into the power of not just thinking, but of making and doing — of what is often called “active learning” — is changing how we envision our educational programs. How can we best use time in the classroom? What can we do as well — or even better — online? What can we learn in the field, close to home or continents away, at the nexus of theory and practice? How can we connect to people and intellectual resources beyond our classroom to enhance what happens within it? In the first years of the Harvard Initiative for Learning and Teaching, and of edX and HarvardX, faculty and students have been passionately engaged, eager to shape these transformations. Through our campaign, Harvard seeks to set a standard for innovation in teaching and learning.

The future we face together will bring us closer than ever to people, ideas, and cultures around the globe. Harvard must bring the world to our campus and our students and faculty to the world. Harvard students and faculty must understand their lives and work within a global context, one enriched by the content of the curriculum, by a

cosmopolitan campus, and by the opportunities available for significant international study, research, and engagement. Our campaign must strengthen the bonds between Harvard and the wider world.

The future we face together calls for a campus that embodies and enables our ambitions for learning and discovery. In Cambridge, in Longwood and in Allston, what we can be depends fundamentally on the spaces we create, renew, and inhabit. We must shape our campus for the next century with spaces that encourage collaboration, spaces that spur experimentation, that foster connections between Harvard's boundlessly imaginative people and infinitely varied parts. New global and technological realities have challenged universities to examine the logic of physical campuses, to be far more intentional about how we design and use space.

We at Harvard have no doubts about the special power of residential education, of what happens through the intensity and serendipity of our shared presence in Cambridge and Boston. That is why we are renewing our undergraduate Houses, where the educational power of being together has its most vivid and indelible expression. That is why we seek to bring our community together across its Schools and complex geography into common spaces like the new Plaza at the Science Center, or the envisioned campus center, steps from the Yard, where people can meet and talk, study and perform, and learn from one another in ways no less compelling than what happens in class.

This campaign will provide the momentum as well for further developing our Allston property as an integral part of Harvard. It will allow our School of Engineering and Applied Sciences — Harvard's newest School — room to grow in a state-of-the-art facility on Western Avenue. It will enhance collaborations across disciplines and Schools and encourage connections among the University, the community, and new partners in industry and research. No institution of higher education

has a more exciting opportunity for innovative growth, in an intellectual and entrepreneurial environment as dynamic as we have in Boston and Cambridge. By the time we close this campaign, hundreds of thousands of square feet of new campus space will be taking shape across the Charles. And we can imagine Harvard, by its 400th anniversary, less as a campus of separate precincts and more as a unified campus with a river running through its center.

The future we face together, the future we shape, will depend perhaps most of all on who we are and who we will be. Attracting and supporting the most promising students and faculty are crucial to all we aspire to do. When we think of what Harvard has meant to the world, we inevitably find ourselves focusing on people: the extraordinary individuals who define our identity and embody our aims.

We must be a magnet for talent. Lady Ann (Radcliffe) Mowlson knew this in 1643 when she endowed Harvard's first scholarship. President Conant knew this nearly 300 years later when, in the shadow of the Great Depression, he created the Harvard National Scholarships program, drawing promising students from across the economic spectrum. We are proud to have nearly doubled our financial aid investment in the College since 2007. Six in ten of our undergraduates receive scholarship support; those who do pay an average of \$12,000 to attend Harvard College. This commitment makes Harvard more open and accessible, better able to draw a new generation of leaders from the widest pool of talent. It also creates a more vibrant educational environment for all our students. But we do this not just because it makes Harvard better; we do it because it is right. We must sustain our efforts in the College, and we must build support for financial aid across our Schools — especially Schools whose graduates look forward to careers in public service and who should not face a choice between repaying educational debt and pursuing their dreams.

Creating new knowledge, reimagining teaching and learning, engaging globally, reinventing the spaces where we learn and live, attracting and inspiring the best students and faculty: These are essential to our enduring strength. But the future requires something more.

Each moment in history, to those who live in it, may seem distinctive, pivotal. To us, at this moment, there can be no doubt that we live in a pivotal and transformative time for the future of knowledge and universities. For nearly four centuries, Harvard has recognized that colleges and universities are special institutions, with an irreplaceable role in society. Almost a millennium since their invention, they continue to challenge us to look beyond the here and now. They bring to bear the critical eye; they incite the imagination; they encourage the skepticism, the rigor, the intellectual adventure and unbounded curiosity that yield our deepest understandings. When I was privileged to be installed six years ago as Harvard's president, I reflected on what has always seemed to me the essence of a university: that among society's institutions, it is uniquely accountable to the past and to the future. A university must make an impact on the world we inhabit today. But its responsibilities extend much further. Universities must help define aspirations and possibilities for the long term. Even as they engage the present, they must help us transcend the immediate and the instrumental to explore where human civilization has been and where it hopes to go.

We undertake this campaign in a time when public discourse about higher education focuses narrowly on outcomes measured in products and dollars, numbers and jobs. Make no mistake: These are important, and universities are crucial to those outcomes. But to see universities through so restricted a lens is to fail to recognize their most distinctive strength; it puts at risk their most vital and enduring contributions to society — their singular power in the search for meaning, values, and creativity, in the constant and ever-changing pursuit of truth. This campaign must help us support the structures and modes of academic

inquiry, especially but certainly not only the arts and humanities, which devote themselves to pursuing these questions. At the heart of all our research and teaching is the necessity for interpretation and for judgment, for making meaning and making sense out of the world around us. Technology has rendered this effort ever-more challenging, as we are bombarded with information that we seek to transform into knowledge and wisdom. Technology offers magnificent tools, but how shall we use them? How do we know what is true? What is good? What is just? How do we nurture the imagination that kindles innovation and change? How do we understand ourselves, our values, our common humanity in a world that in one sense seems flat, yet at the same time is shaped and often shaken by its contrasts and differences?

These are vital questions that universities have long asked and continue to ask. The Harvard Campaign must affirm — it must insist on — their importance. It must shine a light on why universities matter — and why the higher purposes of higher education must continue to claim a central place in our national life and its educational agenda.

And what does it look like when it all works? When extraordinarily talented people come together on a campus with others who share a passion for experimenting, inventing, and interpreting? People who are curious, driven, ready to challenge and be challenged, who are given the time and space and headroom to take risks, to ask uncomfortable questions, to wonder why and why not?

Think about it:

At Harvard, Bill Gates began to lay the foundation for the personal computer revolution, and Mark Zuckerberg honed the algorithms that spurred the rise of social media.

At Harvard, poets like Longfellow, T.S. Eliot, e.e. Cummings, Robert Lowell, Elizabeth Bishop, Adrienne Rich, and Seamus Heaney all cultivated their craft. Fairbank and Reischauer pioneered our study

of China and Japan. Edward Purcell and colleagues discovered nuclear magnetic resonance — the foundation for modern-day imaging.

At Harvard, Henry Adams received his famous “Education,” and John Rawls conceived his “Theory of Justice.” Drinker and Shaw invented the iron lung; and Warren demonstrated the use of ether as anesthesia.

At Harvard, Cecilia Payne Gaposchkin explained the composition of the sun.

At Harvard, Jack Lemmon, Stockard Channing, and John Lithgow graced the stage; Leonard Bernstein got his start as a conductor; and Yo-Yo Ma played here in Sanders for 75 cents a ticket.

At Harvard, W. E. B. Du Bois explored ideas that would change our understanding of race in America.

Thoreau took his first courses in philosophy, and Emerson delivered the oration hailed as America’s “intellectual Declaration of Independence.”

At Radcliffe, Helen Keller wrote the story of her life, and Gertrude Stein probed the nature of consciousness with her professor William James.

At Harvard, Ralph Bunche and Ban KiMoon, Mary Robinson and Gro Harlem Brundtland, prepared for their careers on the international stage.

At Harvard, George Washington quartered the troops that would win American independence, and George Marshall, on the steps of Memorial Church, announced the historic plan that would bear his name.

Now, at Harvard ... it is our turn. Our turn to invent, to question, to push forward.

Our turn to support the young scientist so fixated on her experiment, so determined to see where it leads, that she is astonished to look up through her goggles and realize it's 3 a.m.

Our turn to nurture the young writer whose words sparkle with invention and the young entrepreneur whose ideas bristle with promise.

Our turn to welcome the thinkers and doers ready to add their ideas and energy, their hopes and dreams.

Our turn to create the spaces where future chapters of Harvard history will take place.

We will gather again tonight, on the other side of the Charles. When you cross the river, think for a moment about one of those scores of people who returned to Harvard just a month ago. Think of what she said about her teacher and mentor Harry Parker, in words that reach beyond her experience and capture something essential about Harvard. "He made people prove themselves to themselves," she remembered. "It's like he said, 'This is what you could be. Do you want to be that?' "

Tonight, as we cross the river, we can pause to ask that question of ourselves, and of Harvard. "This is what you could be. Do you want to be that?" It is what we ask of our students, and what our campaign asks of us all. What is it that Harvard could be? What will we do to make it so?

We take up this challenge together. We can do no less. To confront a limit and transcend it, to glimpse truth and peer beyond to the next question, to overtake the impossible, to seize an impatient future: that is what Harvard does — what it must do. That is what we must do as we embrace the sacred trust that is this extraordinary university.

Tonight, when we gather in the Stadium, surrounded by its majestic arches, as we reflect on the university that knits us together as one, we

will be asked what each of us most hopes for Harvard. I leave you, for now, with my hope:

May Harvard be as wise as it is smart,
as restless as it is proud,
as bold as it is thoughtful,
as new as it is old,
as good as it is great.

就在一个月前，1961~2017届的近300位哈佛校友从全国乃至世界各地齐聚哈佛校园，在查尔斯河上泛舟而行。

这次活动是为了纪念已故的传奇教练哈里·帕克，他曾在哈佛执教超过半个世纪。每一位校友都清楚地记得哈利·帕克语重心长的话语：“我认为自己首先是一名教师。”

他们回到学校还有另外一个原因。他们回来，是因为哈佛有一种感召力。哈佛是一个地方，也是一种体验，你一辈子都忘不掉。我们的大学生涯似乎被拉长了，扩大了，超过了生命中其他的阶段。在这里，我们的思想能够无限延伸，我们能够找到自己的热情所在并追随自己的内心，我们能够磨炼自己、拓展自己。

在查尔斯河上，在各个学院里，在西佛楼、安多佛楼或兰德尔楼的教室里，在威得恩或古特曼的研究室里，在牛津街或朗沃德大道的实验室里，在桑德斯或洛布的舞台上，你都能有所收获，正是这些收获让你变得与众不同。我们明白，教育是如何让我们每个人发生改变的，我们也明白，教育能够改变世界。这也正是为什么我们的生活以及我们对自己的认识会持续地与哈佛交融贯通。

在首尔，在伦敦，在里约，在孟买，都有成百上千的哈佛毕业生欢迎我，我由此看到了这种联系的力量。

新入学的学生们脸上写满了兴奋、紧张与好奇，我在他们的脸上也看到了这种力量。

在我们教师的工作中，我同样看到了这种力量。他们孜孜不倦地追寻真理、探求方法，并渴望了解更多。他们挑战权威、揭穿假象、提出问题、重写规则，在近5个世纪中推动了无数发现，并影响了人类的历史。

哈佛大学留下了难以磨灭的功绩。它为这个国家先后培养了8位总统，并为世界各国教育、培养了许多领导人。此外，哈佛还为世界贡献了无数作家、科学家、法学家、音乐家、建筑师、演员、商业精英、宗教领袖、医生、公务员，以及众多领域的学者和教师。在我们身边可以看到很多这样的例子，哈佛让我们的世界变得更美好——支持学生们全面展示才华，资助治疗糖尿病的新研究，支持创建可持续城市的新方式以及对公平正义的新认识。现在，轮到我们继续建设、引领并推动这个世界前进了。和我们祖先在近4个世纪以前居住的世界相比，我们的世界已经发生了难以想象的变化。

正是这样一项任务，这样一份让哈佛越来越好的使命，让我们大家在这个周末齐聚于此。在我看来，我们今晚在这个体育馆相聚一堂，是为了追寻一种胜利。这种胜利与哈佛大学10个月前在橄榄球对抗赛中击败耶鲁大学所取得的那场胜利不同。我想顺便提醒大家，我们在过去6年间，每年11月都赢得了这项赛事的胜利。

对于我们而言，这项募款活动真正的胜利在于尽己所能。我们不能有负于那些付出辛劳、践行承诺，把这所卓越大学传给我们的先辈们，我们要把它建设得更好，继续传给我们的后人。

这项募款活动让我们扪心自问：我们代表着什么？我们要对学校做出怎样的承诺，这种承诺将如何界定我们的身份，后人在几十年乃至数百年后又将如何评价我们？今天下午，我想与大家分享我的宏愿：这项活动将如何为哈佛增光添彩，我们又将如何齐心协力，让哈佛走向“美好的未来”。

尽管校歌是那样唱的，但时间可不会耐心地等着我们去追赶。时间对我们发起了挑战，我们必须应对变化的要求。这种变化有时会令人眼花缭乱、头晕目眩，而且正在越来越快、越来越难以捉摸。

地向我们涌来。同时，这种变化也为我们提供了机遇，让我们得以把握未来，实现这所卓越学府对学生和世界的不变承诺。把握众所期盼的未来，这就是这项活动的目标。

在我们共同面对的未来里，知识将会是最宝贵的财富。哈佛大学必须一马当先，创造新的知识，融汇各领域的知识，同时学以致用，让知识为世界服务。

我们现在处在一个科学大爆炸的时代里。基因组学、影像学、纳米技术、大数据、信息计算以及其他种种强有力的新工具让我们比人类历史上任何时期都能了解更多的知识，并利用这些知识更有作为。然而矛盾的是，正是在这个充满可能性的时代，我们也面临着根本性的挑战以及资源匮乏的问题。我们需要继续保持并拓展探索发现。我们必须在基础研究领域继续工作，为未来铺平道路。同时，我们也要致力于那些更有可能直接促进人类健康、社会及环境福祉的领域。

我们所共同面对的未来会让知识的面貌发生变革。教师与学生们提出的问题要求他们不仅要深入钻研，还要触类旁通。这些问题十分复杂，必须要突破传统的界限，在不同学科之间建立新的联系。比如，数字化隐私的问题，需要用法律和政策，甚至哲学和技术方面的知识来解决。生物工程的挑战，比如用3D打印技术制造肾脏，把生物与物理科学结合在了一起，同时还要依赖设计专业的知识。若要了解并缓和种族和宗教冲突，不仅要有政治学和政策方面的知识，还要熟知历史、人类学、文学、心理学和宗教学的知识。哈佛必须塑造融合知识的环境，打造一个智力平台，让越来越重要的跨学科、跨学校工作能够蓬勃发展。观念的世界正在发生变化。我们必须全力支持教师们，因为他们是重新绘制知识地图的引领者。

我们所共同面对的众所期盼的未来召唤着我们去重新设想教导与学习的方式。哈佛能够，也应该在教育领域引领一场变革。我们对人类思维和行为的了解有了进展，这也为我们探索新的学习方式提供了条件。而技术的进步又为教育手段提供了更多可能。除了

思考之外，创造与执行，也就是通常所说的“主动性学习”的力量也改变了我们对于教育项目的设想。我们要如何利用授课时间？我们怎样运用网络，才能得到与现实中同样的效果，甚至更好？不管是在家中或是在遥远的海外，我们在理论与实践相结合的领域又能学到什么？我们要如何与教室外的人和资源联系，以学到更多知识？在哈佛倡议教学改革、建立大规模开放在线课堂平台edX及哈佛大学在线学习平台HarvardX的最初几年里，教师和学生积极投入这些项目，渴望推动这些变革。通过我们的活动，哈佛希望能为教导与学习的创新领域树立一个标杆。

我们所共同面对的未来会让我们与世界各地的人、思想和文化前所未有地紧密相连。哈佛必须要把世界带进校园，同时也要把师生送到世界各地。哈佛的师生必须要从全球的角度来认识自己的生活与工作。每个人都能通过课程的内容、世界化的校园，以及参与重大国际性学习、研究和活动的机会，来丰富自身的经历。我们的活动一定要加强哈佛和外部世界的广泛联系。

我们所共同面对的未来需要一个能够提现我们学习与探索的雄心，并为之提供舞台的校园。在剑桥、朗沃德及奥尔斯顿学区，我们能成为什么样的人基本取决于我们创造、更新、居住的空间。我们必须为了下一个世纪建设我们的校园，使它成为一个鼓励合作的空间，一个激发实践的空间，一个可以使哈佛与世界各地具有丰富想象力的人群更加深入交流的空间。新的全球化与技术化现实让各大学重新审视实体校园，让我们在设计和利用空间时更有目的性。

在哈佛，我们对寄宿制教育的特殊力量深信不疑，也相信剑桥及波士顿学区通过我们的努力以及机缘所创造的奇迹。这也是为什么我们要重建大学本科学院，在这里教育的力量通过集体行动得到了最为生动和难忘的表现。这也是为什么我们希望把社区聚拢到一起，穿过各大学院和角角落落，打造一个类似科学中心新广场或是校园创意中心的公共空间。这类空间距离主校区仅有数步之遥，人们可以在此面对面交流，学习或表演。这种学习方式可以达到不亚于课堂的惊人效果。

这次活动将为哈佛继续开发奥尔斯顿地产提供动力，使其成为哈佛校园中不可分割的组成部分。这次活动会让我们的工程与应用科学学院——哈佛最新的学院，在西大道上拥有足够的空间，建立最先进的设施。这次活动将加强跨学科、跨学院的合作，鼓励学校与社区以及工业与研究领域的新伙伴加强联系。在波士顿和剑桥学区，没有任何一家高等学府能比我们有更好的机会，拥有一个充满活力的学习和创业环境。在此次活动结束之际，查尔斯河畔将会诞生数十万平方英尺的新校园。我们可以想象，到400年校庆之时，哈佛校园将不再被分割成多个校区，而是更像一个整体，查尔斯河贯穿其间。

我们所共同面对、共同打造的未来也许将主要取决于我们自身——我们现在是什么样的人，我们将会成为什么样的人。对于我们向往的事业，最重要的就是吸引最有潜质的学生和教师，并给予他们大力支持。当我们思考哈佛对世界的意义时，我们必然会把焦点集中在人的身上。那些成就非凡的个人，他们定义了我们的身份，并代表了我们的目标。

我们必须像磁石一样吸引人才。安·拉德克利夫女士在1643年就深知这一点，她因此创建了哈佛的首个奖学金。在近300年后的经济大萧条时期，柯南特校长也深知这一点，他因此建立了哈佛国家奖学金项目，吸引了全国各地的优秀学生。2007年以来，我们的财政助学投资增长了近一倍，我们为此感到骄傲。在我们的本科生中，有60%的学生得到了奖学金的资助，其余学生也仅需支付1.2万美元就可以来哈佛上学。这让哈佛更加开放和平易近人，能从最广泛的优秀人群中吸引新一代的领导人才。这也为我们所有的学生创造了一个更加生气蓬勃的教育环境。但我们之所以这样资助学生，不仅因为这样做对学校更有利。我们这样做，是因为这是正确的事。我们必须继续努力，为各学院的助学资金提供支持，特别是那些毕业生有志于投身公共服务事业的学院。这些学生不应该在偿还教育贷款和追寻事业梦想之间进行选择。

创造新的知识、重新设想教导与学习方法、积极与世界展开互动、重新规划学习与生活空间、吸引并启发最优秀的学生和教师，这些都是保持哈佛大学长盛不衰的关键因素。但是未来对我们提出了更多的要求。

历史上的每一刻，对于生活在那个时代的人来说，都是独特而重要的。对于知识和大学的未来，我们生活的当下无疑也是一个至关重要的转型期。在近400年的历史上，哈佛一直认识到学院与大学是特殊的机构，在社会上有着不可替代的作用。在其出现后的近一千年时间里，学校都在不断鞭策我们放眼长远，不能只看当下。学校让我们承受批判的目光，激发我们的想象，鼓励我们的怀疑精神、刻苦精神以及在知识领域的冒险精神和不受限制的好奇心。这大大加深了我们对世界的理解。6年前，当我有幸成为哈佛大学校长时，我思考过大学的本质：在所有的社会机构中，大学对于过去和未来都承担着一份独特的责任。大学一定要对我们居住的这个世界有所影响。但它的责任远不止于此。大学应当帮助人类建立长远的梦想，探索通向未来的可能性。即使在当下，大学也必须帮助我们超越眼前的、功能性的需求，去探索人类文明的足迹和未来的方向。

我们开始这项募款活动的时候，公众对于高等教育的讨论仅仅集中在产品、金钱、数字和就业等实际成果上。这些是很重要，大学也是取得这些成果的重要途径。但仅仅从这个角度来看大学，就无法认识到大学最为独特的作用，无法发现大学对于整个社会最为必须和持久的贡献，那就是对于意义、价值和创新的不懈探索，对于真理始终不渝而又日新月异的追求。这项活动必须帮助我们为学术研究的体系与方式提供支持，特别但不限于艺术和人文学科领域，这两个领域的目标就是要追寻上述问题的答案。我们所有研究与教学工作的核心是解释与判断，是探索我们这个世界的意义。技术的发展让这份工作变得更具挑战性，因为我们正处在一个信息爆炸的时代，并试图把这些信息转化成知识与智慧。技术为我们提供了便利的工具，我们又该如何使用这些工具呢？我们要如何知道什么是真的，什么是好的，什么是正确的？我们要如何培养想象力，

点燃创新与变革的火种？在这个看似单调，同时却又充满差异性的世界里，我们要如何了解自己，了解自身的价值，了解共有的人性呢？

这些就是大学一直以来都在面对，并且还将继续面对的重要问题。哈佛大学的募款活动必须申明并坚持这些问题的重要性，必须阐明大学的重要意义，让世人明白为什么高等教育的终极目标是保持其在国民生活和教育领域的核心地位。

如果这些问题都解决了，会发生什么呢？那时，校园中聚集的会是才华横溢的精英，是对实验、发明和解疑答惑充满激情的人，是极富好奇心、勤奋好学、勇于发起挑战也勇于接受挑战的人，是有时间和空间去甘冒风险、发出质疑、探本求源的人。

让我们好好想一想吧：

在哈佛，比尔·盖茨奠定了个人电脑革命的基础，马克·扎克伯格反复打磨他的计算机程序，促进了社交网络的兴起。

在哈佛，诗人朗费罗，托马斯·斯特尔那斯·艾略特，爱德华·埃斯特林·卡明斯，罗伯特·洛威尔，伊丽莎白·毕肖普，艾德里安娜·里奇，谢默斯·希尼都培养了写作技能。费正清和赖肖尔开创了研究中国和日本的先河。爱德华·珀塞尔和同事们发现了核磁共振，为现代影像学奠定了基础。

在哈佛，亨利·亚当斯形成了他著名的“教育观”，约翰·罗尔斯构思了他的“正义论”。德林克和肖发明了人工呼吸器；沃伦演示了如何利用乙醚进行麻醉。

在哈佛，塞西莉亚·佩恩·加波施金发现了太阳的构造。

在哈佛，杰克·莱蒙、斯托卡特·詹宁和约翰·利特高为舞台增添了光彩，伦纳德·伯恩斯坦开始了他的指挥家生涯，马友友在桑德斯剧场演出，每张门票只要75美分。

在哈佛，威廉·爱德华·伯格哈特·杜波伊斯探索的问题，后来改变了我们对美国种族的看法。

在哈佛，梭罗上了他的第一堂哲学课，爱默生发表了被称为美国“知识分子的独立宣言”的演说。

在拉德克利夫学院，海伦·凯勒写下了她的人生故事，格特鲁德·斯泰因与她的教授威廉·詹姆斯对意识的本质展开了探索。

在哈佛，拉尔夫·本奇、潘基文、玛丽·罗宾逊和布伦特兰为他们在国际舞台上的职业生涯做好了准备。

在哈佛，乔治·华盛顿驻扎了军队，为美国赢得了独立。乔治·马歇尔在纪念教堂的台阶上宣布了用他的名字命名的历史性计划——马歇尔计划。

现在，在哈佛，我们的时刻到了。我们要去创造、去发问、去推动历史的车轮再次前进。

我们要支持那些年轻的科学家。他们废寝忘食地投入实验，一心要发现实验的成果，常常工作到凌晨三点。

我们要培养那些充满奇思妙想的年轻作家和充满杰出创意的年轻企业家。

我们要欢迎那些准备好拿出自己的想法、干劲、希望和梦想的思想家和实干家们。

我们努力开拓，为哈佛历史中的未来篇章留下空间。

今晚，我们会在查尔斯河的另一边再度聚首。渡河之时，请你想一想一个月之前回到哈佛的一位校友的话。她对她的导师哈里·帕克的评价超越了她自身的经验，捕捉到了哈佛大学的本质：“他让人们向自己证明自己，”这位校友回忆道：“就像他说的那样，‘你有能力成为这样的人。你愿意成为这样的人吗？’”

今晚，在我们渡河之时，我们可以停下来向自己，也向哈佛提出同样的问题——“你有能力成为这样的人。你愿意成为这样的人吗？”我们向学生提出了这个问题，这项活动也向我们大家提出了这个问题：哈佛能成为什么样的学校呢？我们又该为之做些什么呢？

我们要共同迎接这项挑战，我们将不遗余力。我们将挑战极限、超越极限、发现真理、探索未知、推翻不可能、把握众所期盼的未来。这就是哈佛一直在做的，也是它必须要做的事。这同样也是我们必须要做的事，因为我们接受了这所卓越大学的神圣托付。

今晚，当我们在体育场相聚，站在雄伟的拱门之间，回顾这所把我们紧密结合在一起的大学时，我们每个人都要回答自己对哈佛最大的希望。现在我要把我的希望分享给你们：

愿哈佛拥有智慧而不仅是聪明，

愿哈佛拥有激情而不仅是自豪，

愿哈佛拥有勇气而不仅是想法，

愿哈佛拥有新意而不仅是历史，

愿哈佛拥有善意而不仅是伟大。